

PROGRAM II: COMMUNITY SERVICES

Summary of Appropriations and Revenues

Agency	Agency Name	FY 2006-2007 Appropriations	FY 2006-2007 Revenue	FY 2006-2007 Net County Cost
012	Community Services Agency	14,110,509	11,133,158	2,977,351
027	Department of Child Support Services	56,573,527	58,173,527	(1,600,000)
029	Public Administrator/Public Guardian	4,904,917	2,629,200	2,275,717
042	Health Care Agency	526,499,728	455,210,172	71,289,556
063	Social Services Agency	414,513,861	379,378,793	35,135,068
064	In-Home Supportive Services (IHSS)	24,346,741	19,637,995	4,708,746
065	CalWorks Family Group / Unemployed Parents	96,484,989	95,320,696	1,164,293
066	Aid to Families with Dependent Children - Foster Care	112,754,361	95,699,079	17,055,282
067	Aid to Refugees	260,862	260,862	0
069	General Relief	803,078	753,078	50,000
	GENERAL FUND SUBTOTAL	1,251,252,573	1,118,196,560	133,056,013
102	Santa Ana Regional Centre Lease Conveyance	3,311,557	3,311,557	0
117	O.C. Housing Authority - Operating Reserves	1,822,221	1,822,221	0
123	Dispute Resolution Program	807,660	807,660	0
124	Domestic Violence Program	1,028,787	1,028,787	0
12C	Child Support Program Development	4,697,138	4,697,138	0
12S	SSA Donations & Fees	3,602,762	3,602,762	0
12W	Wraparound Program	14,061,075	14,061,075	0
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	7,743,549	7,743,549	0
13N	Orange County Tobacco Settlement	38,431,627	38,431,627	0
13S	Emergency Medical Services	6,687,066	6,687,066	0
13T	HCA Purpose Restricted Revenues	2,874,120	2,874,120	0
13U	HCA Interest Bearing Purpose Restricted Revenue	911,695	911,695	0
13W	HCA Realignment	5,000,000	5,000,000	0
13X	Substance Abuse & Crime Prevention Act Fund	7,975,067	7,975,067	0
13Y	Mental Health Services Act	40,100,615	40,100,615	0
13Z	Bioterrorism Center For Disease Control	3,965,517	3,965,517	0
146	Workforce Investment Act	13,777,051	13,777,051	0
147	HGI Bio Tech Grant	1,000,000	1,000,000	0
14T	Facilities Development and Maintenance	9,296,237	9,296,237	0
15G	Housing and Community Services	38,254,977	38,254,977	0
15H	CalHome Program Reuse	322,887	322,887	0
15U	Strategic Priority Affordable Housing	2,689,823	2,689,823	0
590	In-Home Supportive Services Public Authority	777,599	777,599	0
9A0	Debt Service	55,833,254	55,833,254	0



Summary of Appropriations and Revenues (Continued)

Agency	Agency Name	FY 2006-2007 Appropriations	FY 2006-2007 Revenue	FY 2006-2007 Net County Cost
	OTHER FUNDS SUBTOTAL	264,972,284	264,972,284	0
	TOTAL - COMMUNITY SERVICES	1,516,224,857	1,383,168,844	133,056,013

027 - DEPARTMENT OF CHILD SUPPORT SERVICES

Operational Summary

Mission:

To enhance the quality of life for children and families by establishing and enforcing court orders for the financial and medical support of children in an effective, efficient and professional manner.

Strategic Goals:

- The following three goals have been established to align with the State Department of Child Support Services' performance expectations:
- Increase net distributed collections by 2%
- Increase percent of collections on current support to 54.3%
- Increase percent of cases with arrears collection to 59.8%

Key Outcome Indicators:

Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
PATERNITY ESTABLISHMENT PERCENTAGE What: Measures the percentage of children in the caseload for whom paternity was established. Why: Paternity establishment is a prerequisite to establishing a medical/monetary child support order.	For FY 04/05, CSS greatly exceeded Federal Performance Standards with the establishment of paternity for 89.4% of the children in the caseload born to unmarried parents.	CSS will strive to improve casework efficiency for paternity establishment to achieve an overall percentage of 90%	CSS continues to exceed the Federal Performance Standard of 50% with an establishment percentage of 89.4%.
CASES WITH A SUPPORT ORDER ESTABLISHED What: Measures the percentage of cases with an order established for child support. Why: An order must be established before support can be collected.	Court orders have been established for 80.5% of the cases requiring support orders.	Increase the percentage of cases with a child support order by 1%.	Percentages have stabilized, but CSS continues to exceed the Federal Performance Standard of 50% by establishing a support order in 80.5% of the cases requiring support orders.
COLLECTIONS ON CURRENT SUPPORT What: Measures the amount collected for current child support as a percentage of the total amount due. Why: Collection of current support enables a family to meet basic living and medical needs.	For FY 04/05, CSS achieved 1.3% growth in this measure, collecting 53.5% of current child support.	Increase collections on current support to achieve an overall percentage of 54.3%	CSS exceeded the 40% minimum Federal Performance Standard by achieving 53.5% of collections on current support due. This results from targeted projects, implementation of payment by credit/debit card and projects designed to establish reasonable orders by engaging non-custodial parent participation.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	53,165,263
Total Recommended FY 2006-2007	56,573,527
Percent of County General Fund:	1.93%
Total Employees:	753.00

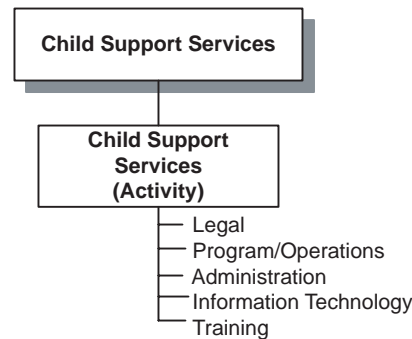
Key Outcome Indicators: (Continued)

Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
CASES WITH ARREARS COLLECTIONS What: Measures the percentage of cases with past due child support in which some collection was made. Why: As with current child support, payment on arrears provides a family with income to meet basic needs.	CSS collected on 59.2% of cases that have child support arrears owed. This was due to projects focused on collecting the arrears, and considering personal finances of the non-custodial parent; upon a verified change in circumstances, the court order is modified.	Increase the percentage of cases with collections on arrears by 1%.	CSS exceeds the Federal Performance Standard of 40% by collecting from 59.2% of cases that have child support arrears owed. CSS will continue to partner with non-custodial parents to improve working relationships, reduce past due amounts by establishing financially appropriate orders.

FY 2005-06 Key Project Accomplishments:

- Net distributed collections increased from \$172.1 million in FFY 03/04 to \$178.3 million in FFY 04/05.
- Orange County has led the six largest California counties in percent of current support collected for the past seven years.
- Implementation of payment by Credit/Debit Card provides non-custodial parents the option of paying by credit card. Approximately \$400,000 per month is paid by credit card. This payment option increased distributed net collections by \$1.6 million.
- Increased distributed net collections with the implementation of an early intervention project and Motion for Judgment process designed to engage the participation of the non-custodial parent in the child support process and reduce the percentage of default orders. Both projects contributed approximately \$270,000 in increased net collections.
- Increased distribution on arrears as a result of the early intervention project and Motion for Judgment process. Cases with stipulated arrears judgments increased distribution on arrears to an average \$158 per case, whereas cases with defaulted judgments increased to \$35 per case.
- Implementation of the Off the Shelf Review project focusing on non-paying non-custodial parents improved performance and increased current support collections. The 2,025 cases with current support due yield an overall increase of \$175,000 or 18.3% in total current support distributed from pre-review to post review.
- CSS participated in seven public information/outreach events to create awareness of the program, increase child support collections and decrease arrears.
- The public accessed and printed 3,951 child support related forms from CSS' automated self-help legal kiosk.
- CSS focused public outreach resources on media venues to market CSS services.
- Website enhancements were implemented to improve customer service and casework efficiency. Clients can now open cases through the website, inform CSS of address changes, submit service requests on-line and request a review of their current child support order.
- The department's 20 Enforcement Teams were reorganized to form 14 teams to create efficiencies and increase the quality of case management.
- The Telephone Assistance Service Center (TASC) processes and telephonic systems were revamped creating efficiencies and improving customer service. System enhancements include desktop display indicating call and agent activity, provision of a "call back" feature when on hold, and recording of all inbound calls assure the highest quality customer service to clients.

Organizational Summary

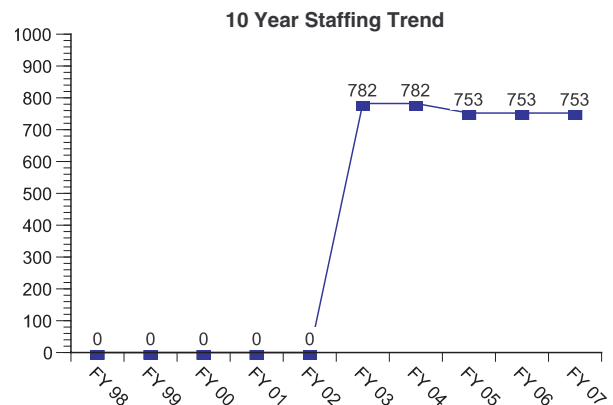


Department Of Child Support Services - PROGRAM/OPERATIONS/INFORMATION TECHNOLOGY - This division is responsible for the opening, establishment, modification and enforcement of child support orders. Case management staff serve as primary customer service representatives and take administrative enforcement actions that do not require court intervention. This division also provides computer technical support, systems applications, and systems security.

LEGAL TEAM - This division provides legal guidance and advice associated with family support. Legal staff handle all matters that go before the court, including obtaining court orders to establish paternity and financial child support, modification of existing child support orders, and civil enforcement actions.

ADMINISTRATIVE SUPPORT SERVICES - This division handles the accounting and distribution of child support payments and provides administrative support and training for the department. Support services includes budget/fiscal, purchasing, human resources, management services, research, facilities management, as well as, training resources to address the department's broad range of training needs.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- CSS has no changes to budgeted positions in FY 06/07. To operate within the current level of funding, CSS continues to implement an internal hiring freeze, maintain vacancies at higher than budgeted levels, redirect staff, reduce the Extra Help workforce and use overtime strategically.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Department of Child Support Services does not have any projects defined as Board Strategic Priorities. CSS strives to improve efficiency and responsiveness while maintaining costs within our 100% State and Federal funding in order to avoid impacting net county costs.

Changes Included in the Recommended Base Budget:

The Federal and State Allocations for CSS are expected to remain level for FY 06/07. The expected increase of \$1.2 million from the FY 05/06 level of \$56.6 million to \$55.4 million is due primarily to an increase in non-recurring one-time costs in the categorical funding known as EDP that can only be used for Information Technology (IT) staffing, services and equipment. CSS has included an operating transfer of \$1.3 million from Fund 12C to balance the budget and meet the net county cost limit.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Positions	753	753	753	753	0	0.00
Total Revenues	56,704,667	56,738,862	56,519,478	58,173,527	1,654,049	2.93
Total Requirements	53,094,590	55,357,394	53,211,184	56,573,527	3,362,343	6.32
Net County Cost	(3,610,076)	(1,381,468)	(3,308,294)	(1,600,000)	1,708,294	-51.64

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Department of Child Support Services in the Appendix on page A39

Highlights of Key Trends:

- Orange County continues to meet or exceed Federal Performance Measures in paternity establishment percentage, percent of cases with a support order established, percent of collections on current support, and percent of cases with arrears collections. The success of CSS plays a key role in assisting families in achieving and maintaining self-sufficiency.
- CSS has sustained increases in overall collections, in collections per case, and in cases that require the establishment of paternity and court orders. CSS also strives to ensure that quality assurance and program improvement are integrated into the services provided.
- Through Strategic Planning, CSS continues to evaluate existing programs and processes and, when possible, implements new technologies to achieve efficiencies, improve performance and increase effectiveness of programs.

Budget Units Under Agency Control:

No.	Agency Name	Department Of Child Support Services
027	Department of Child Support Services	56,573,527
12C	Child Support Program Development	4,697,138
Total		61,270,665

12C - CHILD SUPPORT PROGRAM DEVELOPMENT

Operational Summary

Description:

The Child Support Program Development Fund was established in the CEO's 2nd Quarter Budget Report dated 2/7/2006 to comply with GASB 34 requirements for fiduciary funds.

The fund is used to meet critical one time needs of Child Support Services.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	4,036,532	4,372,248	4,697,138	324,890	7.43
Total Requirements	0	4,036,532	0	4,697,138	4,697,138	0.00
Balance	0	0	4,372,248	0	(4,372,248)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Child Support Program Development in the Appendix on page A121

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	0
Total Recommended FY 2006-2007	4,697,138
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

029 - PUBLIC ADMINISTRATOR/PUBLIC GUARDIAN

Operational Summary

Mission:

The Public Administrator-Public Guardian Department will, when no viable alternatives exist, effectively and caringly protect, assist and manage the affairs of resident decedent estates and residents unable to care for themselves or who may be a risk to themselves or others.

Strategic Goals:

- Timely and effectively protect and administer decedent estates when there are no other viable persons or entities to administer the estates: The Public Administrator (PA) protects the assets and manages the affairs of deceased residents of Orange County who at the time of death left no known heirs, no will, no named executor or an executor who is ineligible. The PA searches for assets belonging to the decedent, arranges for the interment when there are no known relatives, makes a search for heirs, and acts as administrator of estates when named in a will or when heirs request such service.
- Caringly and effectively serve as the conservator of persons and estates until viable alternatives are available or the person is no longer a risk to themselves or others: The Public Guardian/Probate Conservator responds to referrals from Adult Protective Services, local law enforcement agencies, designated mental health facilities and the Superior Court to investigate persons who are unable to properly provide for their personal needs of physical health, food, clothing or shelter, who are a danger to themselves or others, who are gravely disabled, who are at risk of undue influence by others, or whose property is subject to loss, injury, waste or mismanagement. When appointed by the Court, the Public Guardian assumes responsibility for care of the person and his or her assets.

Key Outcome Indicators:

Performance Measure	2005 Business Plan		2006 Business Plan	
	Results	Target	How are we doing?	
NUMBER OF ALL PA CASES ADMINISTERED. What: A measurement of number of estates actually administered against total cases referred to the PA. Why: Measures the success of finding heirs to administer estates.	NA	3%	N/A	
PERCENTAGE OF REFERRED PA CASES CLOSED WITHIN 24 MONTHS. What: A measurement of the number of estates that are closed in a reasonable time period. Why: It measures the efficiency of administering estates.	NA	92%	N/A	

Key Outcome Indicators: (Continued)

	2005 Business Plan	2006 Business Plan		
Performance Measure	Results	Target		How are we doing?
AVERAGE NUMBER OF LPS CASE ADMINISTRATIONS PER LPS ADMINISTRATIVE DEPUTY. What: A measurement of caseload for each LPS Deputy. Why: Most effective caseload is 70 case administrations per LPS Deputy.	NA	80	N/A	
AVERAGE NUMBER OF PROBATE CASE ADMINISTRATIONS PER PROBATE ADMINISTRATIVE DEPUTY. What: A measurement of caseload for each Probate Deputy. Why: Most effective caseload is 60 administrative cases per Probate Deputy.	NA	60	NA	
PERCENTAGE IMPLEMENTATION OF NEW CASE MANAGEMENT AND ACCOUNTING SYSTEM TO REPLACE EPAGES. What: Measurement of implantation of new software to be completed by fiscal year 2007/2008. Why: Steady and timely implementation is essential for replacing outdated and unstable system.	NA	50%	NA	

FY 2005-06 Key Project Accomplishments:

- Public Administrator-Public Guardian successfully became an independent department within the County of Orange.
- Processed 1413 new referrals from various sources to determine whether PA should investigate or administer the estates.
- Investigated 705 referrals from various sources to determine whether PA should administer the estates or transfer responsibility to alternative administrators.
- Administered 50 new decedent estates.
- Managed all aspects of the El Matador Mexican Restaurant in Costa Mesa for an estate before selling it for \$535,000.
- Consigned 53 rare music boxes to be sold by Christie's auction house on behalf of an estate. It is the first time a major auction house has been used to sell valuable personal property.
- Successfully conducted two personal property auctions and three real property auctions to benefit decedent and conservatee estates obtaining almost \$12,281,725 for decedent and conservatee estates.
- Prepared and filed approximately 625 tax returns, including individual, fiduciary, estate, sales, employer and renter's assistance returns, on behalf of decedent and conservatee estates.
- Processed 2,821 financial transactions on behalf of PA decedent estates.

Public Administrator/Public Guardian:

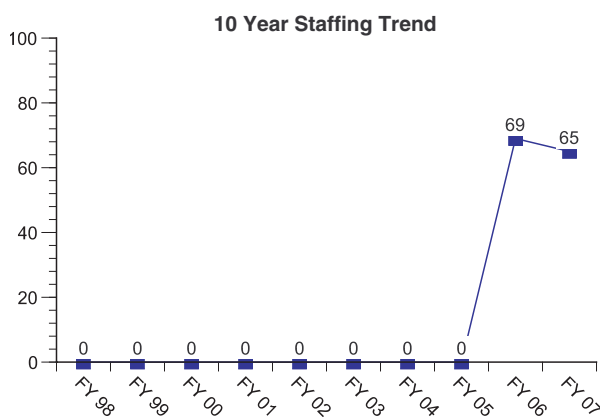
The Public Administrator (PA) protects the assets and manages the affairs of deceased residents of Orange County, who at the time of death left no known heirs, no will, no named executor or an executor who is eligible or unwilling to act.

The Public Guardian (PG) LPS is the designated County Conservator Investigator for mental health conservatorships. The PG LPS unit can serve as conservator for those individuals determined by the court to be gravely disabled as a result of their mental disorder when there is no one else to serve in that capacity.

The Public Guardian (PG) Probate investigates and administers conservatorships for those individuals unable to handle their own finances or care for themselves or are a victim of elder abuse.

ADMINISTRATION: Promotes and provides for the fiscal and operational integrity of the Agency through sound management principles and practices, and provides support services to Agency programs. Support services include Financial and Administrative Services, Information Technology, Human Resources.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Public Administrator/Public Guardian (PAPG) was established as a separate department effective July 1, 2005. A total of 69 positions, \$4,586,680 in appropriations, \$2,277,246 in revenue and a \$2,209,434 Net County Cost was approved for PA/PG. FY 06-07, PAPG submitted augmentation request to reduce 4 positions to meet NCC limit, restore 4 positions to provide existing level of services, and add one Deputy PAPG II position for Public Administrator division to administer more estates.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The requested budget does not include any funding for the replacement of Department's e-Pages case management system. The funding for the replacement of e-Pages case management system was requested through the Strategic Priorities process during 2005 Strategic Financial Plan. PAPG submitted an e-Pages Candidate System request during FY 06-07 to receive funding from Agency 038. CEO wisely recognized the need to replace our e-Pages case management system by approving our e-Pages Candidate System request to fund \$500,000 in FY 06-07 and \$500,000 in FY 07-08 from Agency 038.

Changes Included in the Recommended Base Budget:

Consistent with Chairman's goal and CEO policy, PAPG's base budget includes transfer of \$250,000 to PAPG reserve under General Fund (100-029-9811). As agreed with Health Care Agency, the cost apply for PG-LPS program for FY 2006-07 would be \$250,000 higher than the current year approved budget. The proposed 2007 Federal Budget includes changes/reductions in the Federal Medicaid program, which may reduce or eliminate PAPG Target Case Management (TCM) revenue up to \$750,000. In the absence of this reserve, PAPG may require General Fund backfill for any loss of TCM revenue to continuously provide existing mandated services to conservatees.

Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 1 Deputy Public Administrator Public Guardian II Position Amount: \$ 63,744	Add 1 position to enhance PA services and manage an increased amount of decedent estates.	To reduce the amount of cases that are referred to private attorneys and increase revenues.	4699

Requested Budget Augmentations and Related Performance Results: (Continued)

Unit Amount	Description	Performance Plan	BRASS Ser.
Restore 4 Positions and Net County Cost to Maintain Current Level of Service Amount:\$ 254,083	Restore 4 positions to maintain the current level of service due to cuts to meet the NCC limit.	Maintain the current mandated level of services.	4696

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Positions	0	69	69	65	(4)	-5.80
Total Revenues	0	2,377,246	2,888,040	2,629,200	(258,840)	-8.96
Total Requirements	0	4,586,680	4,789,388	4,904,917	115,529	2.41
Net County Cost	0	2,209,434	1,901,348	2,275,717	374,369	19.69

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Public Administrator/Public Guardian in the Appendix on page A40

Highlights of Key Trends:

- As the population of Orange County ages, it is expected that PA/PG will see an increase in referrals of older adults unable to provide for themselves or who are victims of elder abuse. A lack of community programs and support systems allowing independent living or protecting older adults from fiduciary abuse and neglect increases the vulnerability of adults in Orange County. These vulnerable older adults are frequently referred to the Public Guardian in order to protect their person and their estates.
- A significant revenue source, Targeted Case Management (TCM), currently remains intact and a viable source of revenue for the Public Guardian programs. There is action at the federal level to reduce Medicaid funding, through which TCM is funded so any reduction or elimination of this funding source would negatively impact the Public Guardian in continuing to meet his fiduciary and mandated responsibilities.

Budget Units Under Agency Control:

No.	Agency Name	Public Administrator/Public Guardian
029	Public Administrator/Public Guardian	4,904,917
	Total	4,904,917

042 - HEALTH CARE AGENCY

Operational Summary

Mission:

The Health Care Agency is dedicated to protecting and promoting the optimal health of individuals, families, and our diverse communities through partnerships, community leadership, assessment of community needs, planning and policy development, prevention and education, and quality services.

Strategic Goals:

- Prevent disease and disability and promote healthy lifestyles.
- Assure access to quality health care services.
- Promote and ensure a healthful environment.
- Recommend and implement health policy and services based upon assessment of community health needs.

Key Outcome Indicators:

Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
HEALTH CARE ACCESS FOR CHILDREN What: It is a measure of the ability of children to receive medical attention, including preventive care. Why: Children receiving preventive services and health care will result in improved health outcomes.	Results of the 2004 OCHNA community survey found more than 65,000 fewer children without coverage, leaving an estimated 40,000 children without insurance.	Increase in the number of children with health insurance coverage by monitoring the number of eligible children and those enrolled in these programs. The OCHNA survey will show continued improvement.	Progress has been made with a reduction in the number of uninsured children. The percentage of children without health insurance has declined from 12.7% in 1998 to 4.6% in 2004. Since January 1999, the total number of children enrolled in public insurance has doubled to over 250,000 in 2004.
CHRONIC DISEASES What: It is a measure of the leading causes of death for Orange County residents. Why: 3 leading causes accounted for 63% of deaths in 2002 & over \$2.2 billion annually in hospital costs.	The OC mortality rates for cancer, heart disease and cerebrovascular disease have remained relatively constant or decreased, but remain higher than California and the Healthy People 2010 objectives.	Over the next five years, continued preventive efforts will be necessary to accomplish the HP2010 objectives for these three diseases.	Orange County rates have improved. However, death rates for the top 3 leading causes of death (cancer, heart disease, and stroke) remain well above national HP2010 target objectives.

Key Outcome Indicators: (Continued)

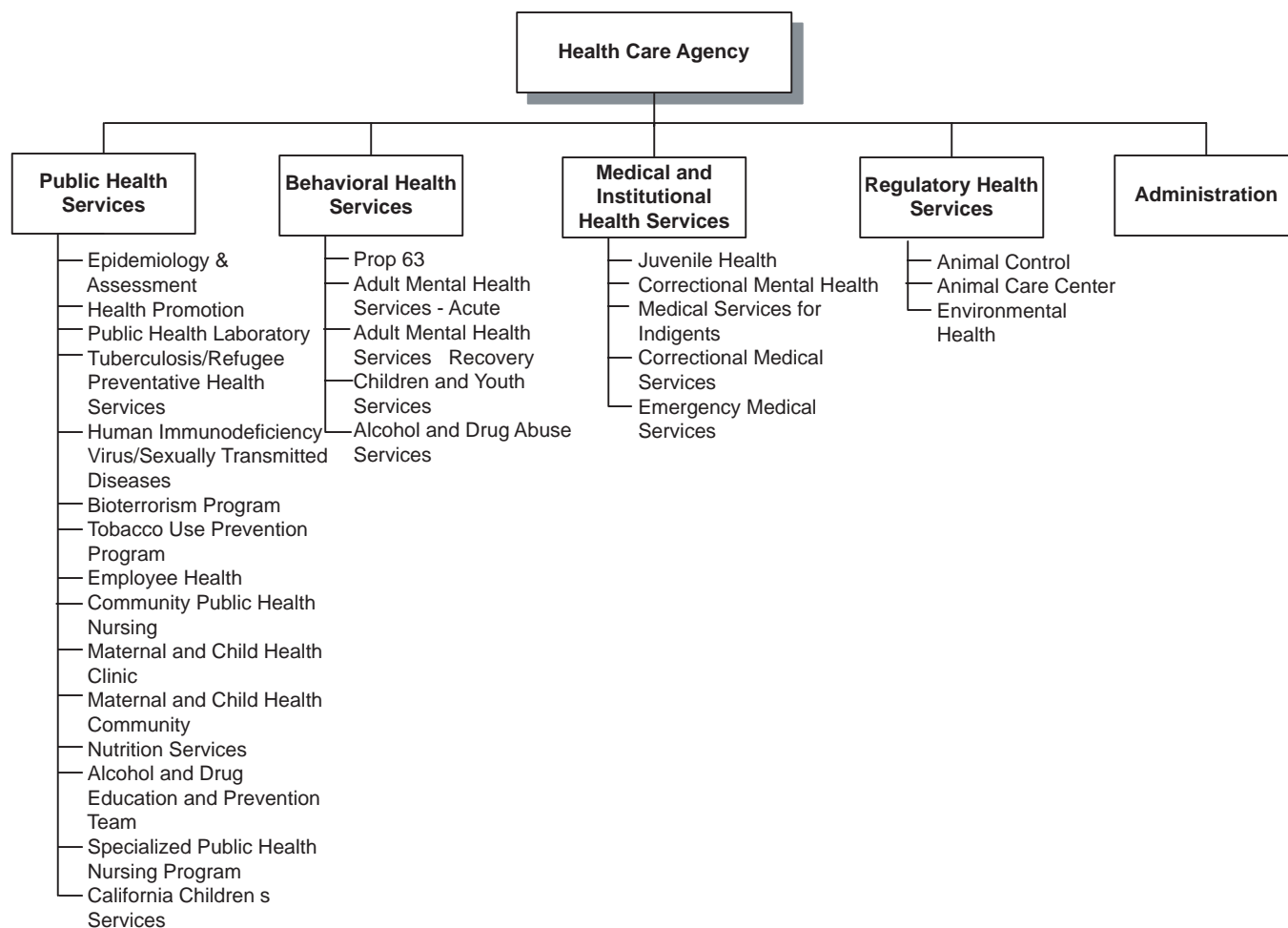
Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
COMMUNICABLE DISEASES - AIDS AND TUBERCULOSIS What: Measures of annual morbidity and mortality rates for AIDS and TB. Why: Both AIDS and TB represent serious threats to public health locally, nationally, and worldwide.	rate of new cases of AIDS continues a downward trend, as do the number of deaths. The number of persons living with AIDS continues to increase. The rate of new TB cases continues a downward trend. OC reported 224 cases of tuberculosis in 2004, a decrease of 10% from 2003.	Continued decrease in the number of new AIDS cases and improved disease management of existing cases. Identify and provide preventive therapy to an estimated 300,000 individuals with latent TB infections.	As of Dec 2004 3,173 OC residents were living with AIDS, more than a 70% increase over 1997. AIDS-related deaths decreased to 1.8 per 100,000 in 2003, down from 4.2 in 1997. While TB cases declined over the past 10 years case rates remain significantly higher than the Healthy People 2010 objective.
OCEAN AND RECREATIONAL WATER QUALITY What: It is a measure of closures due to bacterial contamination to protect the public from infections. Why: Contaminated ocean water is a threat to the personal and economic health of the community.	The total number of water closures increased by 91% between FY 03/04 and FY 04/05.	Reduce & eliminate environmental threats to community health that are associated with unsafe ocean and recreational water. Ongoing water quality efforts include projects to identify sources of bacteria and refine laboratory-testing procedures to provide earlier notice of potential health hazards.	The rainfall for January and February of 2005 measured 15.16 inches and represents the second highest rainfall total in the last 40 years. The closures in these two months amounted to 66.9 Beach Mile Days, which represents 83% of the total closed Beach Mile Days for the year.
VIOLENCE AND UNINTENTIONAL INJURY What: A measure of mortality due to such things as falls, drowning, fire, guns, or violence (homicide). Why: Unintentional injuries were leading cause of death for ages 1 to 9 and ages 15 to 34 in 2002.	The rate of preventable loss of life due to unintentional injuries (e.g., motor vehicle crashes, firearms, falls, drowning, suffocation, and fire) has declined over the past decade and OC is near the HP2010 objective.	Maintain and/or work toward achieving HP2010 target objectives for deaths due to unintentional injuries or violence.	In 2005, OC reached the HP2010 target objective for motor vehicle accident deaths at 8.5 per 100,000 population. Similarly, the rate of suicide deaths has declined over the past decade and OC is below rates for both the state and nation and is approaching the HP2010 target.

FY 2005-06 Key Project Accomplishments:

- HCA Behavioral Health completed a nine-month, in-depth planning effort with the broad participation of community partners, consumers, and other stakeholders as part of the Mental Health Services Act. HCA is scheduled to receive \$25.5 million dollars for year one for the Community Services Component.
- In September 2005, through efforts of many areas within the Agency, Orange County was selected as one of six primary investigative vanguard sites for the National Children's Study. This is a 21-year comprehensive study to investigate the impact of genetic, behavioral, social environment, and physical environmental risk factors on the growth, development and health of children.
- Environmental Health received a Merit Award for the California State Association of Counties for their "Dana Point Harbor Clean is Green" Campaign for its efforts to reduce oil contamination in the surrounding marine life.
- HCA Behavioral Health was the host for the 13th annual statewide conference on Cultural Competency and Mental Health Summit for delivery of health services.
- HCA Public Health launched the Immunization Registry with 23 participating sites including public health sites, clinic settings and providers.
- In November of 2005, the Agency received two honorable mentions as part of the California State Association of Counties Challenge Award Program for its efforts in coordinating the Super CPR Sunday event and the Multi-Orange County Car Seat Inspection, as part of the annual Emergency Medical Services (EMS) Week.

- In July 2005, HCA Regulatory Health initiated the "Fresh is Best Campaign" to promote food safety for traditional Vietnamese food vendors in collaboration with local community leaders, health educators, academia and restaurant owners.

Organizational Summary



Public Health Services - Monitors the incidence of disease and injury in the community and develops preventive strategies to maintain and improve the health of the public.

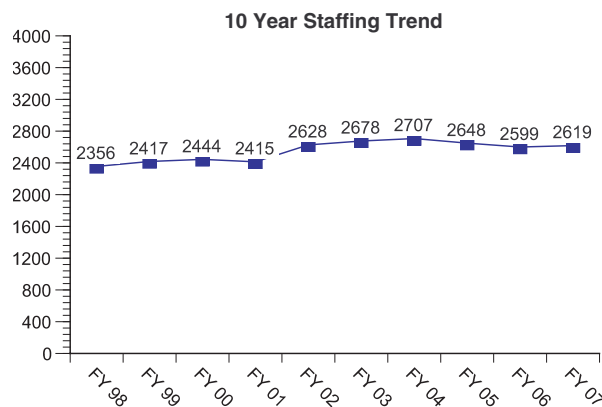
Behavioral Health Services - Provides a culturally competent and client-centered system of behavioral health services for all eligible County residents in need of mental health care and/or treatment for alcohol and other drug abuse.

Medical & Institutional Health Services - Coordinates emergency medical care, provides medical and behavioral health care to adults and children in institutional settings, and contracts for essential medical services for patients for whom the County is responsible.

Regulatory Health Services - Ensures food safety and water quality and protects the public's health and safety from harmful conditions in the environment, from animal-related injury, and from disease and nuisance hazards through the enforcement of health and safety standards.

Administration - Promotes and provides for the fiscal and operational integrity of the Agency through sound management principles and practices, and provides support services to Agency programs. Support services include Financial and Administrative Services, Information Technology, Human Resources, Quality Management, and Office of Compliance.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Since FY 1997-98, the number of HCA positions has grown by 263, which averages approximately 1% per year. In the FY 2003-04 budget, 56 positions were deleted to stay within Net County Cost limits. Also in the FY 2003-04 budget, 66 positions were added due to transferring Public Administrator/Public Guardian from the Community Services Agency to the Health Care Agency, and 19 positions were restored for FY 2003-04 approved augmentations. The FY 2004-05 budget included a reduction of 59 positions. This included 29 positions deleted mid-year FY 2003-04 due to the early retirement incentive, 7 long term vacant positions deleted mid-year, 1 limited term position deleted due to lack of funding, and 26 positions deleted to comply with NCC limits. Four of the deleted positions were restored in the FY 2004-05 Adopted Budget through the augmentation process. The FY 2005-06 budget included a reduction of 49 positions. This is a net of 20 positions added mid-year during FY 2004-05 (14 positions for Bioterrorism and 6 positions for Specialized Nursing

Services), and 69 positions deleted due to separation of Public Administrator/Public Guardian from the Agency effective 7/1/05. The FY 2006-07 requested budget includes an increase of 20 positions. This is due to the addition of 27 positions for the new Mental Health Services Act program in the FY 2005-06 2nd quarter budget report, offset by the deletion of 5 unfunded positions in the FY 2005-06 1st quarter budget report and transfer of 2 positions to RDMD in the FY 2005-06 3rd quarter budget report.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Costs to prepare for and respond to potential terrorist threats are included in the Requested Budget. Also included in the Requested Budget are: site design costs for the relocation of the Animal Shelter; costs for completion of the construction of the Watershed and Ocean Monitoring lab at Shellmaker Island; and health priorities funded from Tobacco Settlement Revenue.

Changes Included in the Recommended Base Budget:

Agency net budget appropriations total \$526.5 million, for an increase of \$40.0 million from the current modified budget for FY 2005-06. Significant changes include implementation of Proposition 63, the Mental Health Services Act, in the Behavioral Health Services budget. The Regulatory Health Services budget includes funds for the completion of parking and facility improvements for Animal Care Services. Changes in Medical and Institutional Health Services include budgeting of one-time burn cache carryover funds.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Projected Percent
Total Positions	2,668	2,619	2,619	2,619	0	0.00
Total Revenues	387,725,382	414,029,991	404,071,151	455,210,172	51,139,021	12.66
Total Requirements	439,006,643	486,497,152	477,034,224	526,499,728	49,465,504	10.37
Net County Cost	51,281,261	72,467,161	72,963,073	71,289,556	(1,673,517)	-2.29

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Health Care Agency in the Appendix on page A50

Highlights of Key Trends:

■ At this time the most significant challenge facing HCA is uncertainty of funding. As of FY 2000-01, Orange County was \$17 million under equity for Realignment Revenue, HCA's single largest revenue source. Outdated funding formulas do not adequately reflect the demand for services in Orange County. The current level of funding to provide a safety net for health care services to the residents of Orange County is approximately \$60 per capita. This has placed Orange County at 55th out of 58 California counties for per capita expenditures on health services. Orange County health expenditures are

approximately half that of the State-wide median. In addition, the slow economy is affecting funding levels received at a time when demand for health care services continues to increase. The economy will also affect revenues collected by the State. While voter approval of Proposition 1A provides a measure of protection for local funding sources, decisions made by the Governor and Legislature to balance the State budget could still impact services at the local level. HCA will continue to work with its County and community partners in carrying out services during this uncertain economic period.

Budget Units Under Agency Control:

No.	Agency Name	Public Health Services	Behavioral Health Services	Medical & Institutional Health Services	Regulatory Health Services	Public Administrator/ Public Guardian	Administration	Total
042	Health Care Agency	119,785,418	243,256,045	122,324,628	32,723,967	0	8,409,670	526,499,728
138	Medi-Cal Admin. Activities/Targeted Case Mgmt.	0	0	0	0	0	7,743,549	7,743,549
13S	Emergency Medical Services	0	0	0	0	0	6,687,066	6,687,066
13T	HCA Purpose Restricted Revenues	0	0	0	0	0	2,874,120	2,874,120
13U	HCA Interest Bearing Purpose Restricted Revenue	0	0	0	0	0	911,695	911,695
13W	HCA Realignment	0	0	0	0	0	5,000,000	5,000,000
13Y	Mental Health Services Act	0	0	0	0	0	40,100,615	40,100,615
13Z	Bioterrorism Center For Disease Control	0	0	0	0	0	3,965,517	3,965,517
	Total	119,785,418	243,256,045	122,324,628	32,723,967	0	75,692,232	593,782,290

138 - MEDI-CAL ADMIN. ACTIVITIES/TARGETED CASE MGMT.

Operational Summary

Description:

This fund is used to account for the federal reimbursement of certain eligible costs for Medi-Cal Administrative Activities and Targeted Case Management activities that are passed through the State to the County and to Community-Based Organizations (CBO's).

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	1,442,146
Total Recommended FY 2006-2007	7,743,549
Percent of County General Fund:	N/A
Total Employees:	0.00

Medi-Cal Administrative Activities/Targeted Case - Monitors the financial transactions of Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) funds.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	8,342,416	5,225,981	5,570,695	7,743,549	2,172,854	39.01
Total Requirements	8,220,882	5,225,981	1,442,146	7,743,549	6,301,403	436.95
Balance	121,534	0	4,128,549	0	(4,128,549)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Medi-Cal Admin. Activities/Targeted Case Mgmt. in the Appendix on page A134

13S - EMERGENCY MEDICAL SERVICES

Operational Summary

Description:

This fund is used to account for Emergency Medical Services revenue. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be court fines and State allocations used to pay for emergency medical indigent services.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	6,110,107
Total Recommended FY 2006-2007	6,687,066
Percent of County General Fund:	N/A
Total Employees:	0.00

Emergency Medical Services - Accounts for Emergency Medical Services revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	6,657,459	6,310,423	6,166,486	6,687,066	520,580	8.44
Total Requirements	6,644,579	6,310,423	6,110,107	6,687,066	576,959	9.44
Balance	12,879	0	56,379	0	(56,379)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Emergency Medical Services in the Appendix on page A142

13T - HCA PURPOSE RESTRICTED REVENUES

Operational Summary

Description:

This fund is used to account for revenues earned by the Health Care Agency that have pending expenditure requirements. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. Revenues in this fund may include court-ordered fines and penalties, donations, and/or fees.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	465,846
Total Recommended FY 2006-2007	2,874,120
Percent of County General Fund:	N/A
Total Employees:	0.00

HCA Purpose Restricted Revenues - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	4,693,261	2,799,998	2,714,966	2,874,120	159,154	5.86
Total Requirements	2,493,263	2,799,998	465,846	2,874,120	2,408,274	516.97
Balance	2,199,998	0	2,249,120	0	(2,249,120)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: HCA Purpose Restricted Revenues in the Appendix on page A143

13U - HCA INTEREST BEARING PURPOSE RESTRICTED REVENUE

Operational Summary

Description:

This fund is used to account for HCA carryover purpose restricted revenues that are required to be interest bearing. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for mental health services.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	10,865,553
Total Recommended FY 2006-2007	911,695
Percent of County General Fund:	N/A
Total Employees:	0.00

HCA Interest Bearing Purpose Restricted Revenue - Accounts for carryover Health Care Agency, Managed Care revenues.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06		Projected Amount	Percent
Total Revenues	10,856,181	10,947,248	11,312,248	911,695	(10,400,553)	-91.94
Total Requirements	8,933	10,947,248	10,865,553	911,695	(9,953,858)	-91.61
Balance	10,847,248	0	446,695	0	(446,695)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: HCA Interest Bearing Purpose Restricted Revenue in the Appendix on page A144

13W - HCA REALIGNMENT

Operational Summary

Description:

This fund is used to account for carryover Realignment revenues for the Health Care Agency. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. This fund will be used to account for revenues that have been received, and which have been set aside as a reserve.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	0
Total Recommended FY 2006-2007	5,000,000
Percent of County General Fund:	N/A
Total Employees:	0.00

HCA Realignment - Accounts for carryover Health Care Agency Realignment revenues.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	9,200,000	5,000,000	5,000,000	5,000,000	0	0.00
Total Requirements	9,200,000	5,000,000	0	5,000,000	5,000,000	0.00
Balance	0	0	5,000,000	0	(5,000,000)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: HCA Realignment in the Appendix on page A145

13Y - MENTAL HEALTH SERVICES ACT

Operational Summary

Description:

This fund is used to account for Mental Health Services Act revenues. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for approved mental health services.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	11,235,351
Total Recommended FY 2006-2007	40,100,615
Percent of County General Fund:	N/A
Total Employees:	0.00

Mental Health Services Act - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	4,020,000	25,813,766	40,100,615	14,286,849	55.35
Total Requirements	0	4,020,000	11,235,351	40,100,615	28,865,264	256.91
Balance	0	0	14,578,415	0	(14,578,415)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Mental Health Services Act in the Appendix on page A147

13Z - BIOTERRORISM CENTER FOR DISEASE CONTROL

Operational Summary

Description:

This fund is used to account for Center for Disease Control (CDC) Bioterrorism revenues. This fund is required by the Auditor-Controller and by generally accepted accounting principles in order to correctly report earned revenues. The source of monies deposited to this fund will be State allocations used to pay for approved bioterrorism projects.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	2,467,441
Total Recommended FY 2006-2007	3,965,517
Percent of County General Fund:	N/A
Total Employees:	0.00

Bioterrorism CDC - Accounts for revenues earned by the Health Care Agency that have pending expenditure requirements.

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	3,455,000	2,467,441	3,965,517	1,498,076	60.71
Total Requirements	0	3,455,000	2,467,441	3,965,517	1,498,076	60.71
Balance	0	0	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Bioterrorism Center For Disease Control in the Appendix on page A148

063 - SOCIAL SERVICES AGENCY

Operational Summary

Mission:

To deliver quality services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, and protect vulnerable adults and children.

Strategic Goals:

- To lead and support a shared community responsibility for the safety and well-being of vulnerable children and adults through the provision of child and adult abuse prevention, intervention, and protective services.
- To provide services for helping vulnerable adults and children receive needed health care, food, shelter, and clothing.
- To contribute to the reduction of individuals living below the poverty level by providing assistance and supportive services that promotes employment opportunities and family self-sufficiency.
- To provide SSA staff and its partners with the resources, training, and administrative support needed for delivering professional, efficient, responsive, and mandated services to residents of Orange County.

Key Outcome Indicators:

Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
CHILD WELFARE SERVICES PERFORMANCE MEASURES What: Percent of child welfare services performance measures that exceed the State outcome target. Why: Placements give children permanency & stability in family environments free from abuse and neglect.	SSA is exceeding State Performance Improvement Plan goal for each of the performance measurements identified. SSA's recurrence rate of maltreatment was relatively stable over last 3 years; however, there was a slight increase from 6.2% to 7.1% since FY 03/04. Efforts continue to reduce this rate.	By developing a Differential Response program and expanded implementation of Family Resource Centers, Wraparound, Team Decision Making meetings, and Icebreaker meetings, SSA anticipates reduction in numbers of children requiring out-of-home care to meet/exceed State performance standards/outcomes.	SSA continues to meet/exceed State PIP goals, Children & Family Svcs placed greater emphasis on family engagement, Adoptions program implemented changes to case review & finalizations process, and emphasis continues to improving service delivery through use of Structured Decision Making.

Key Outcome Indicators: (Continued)

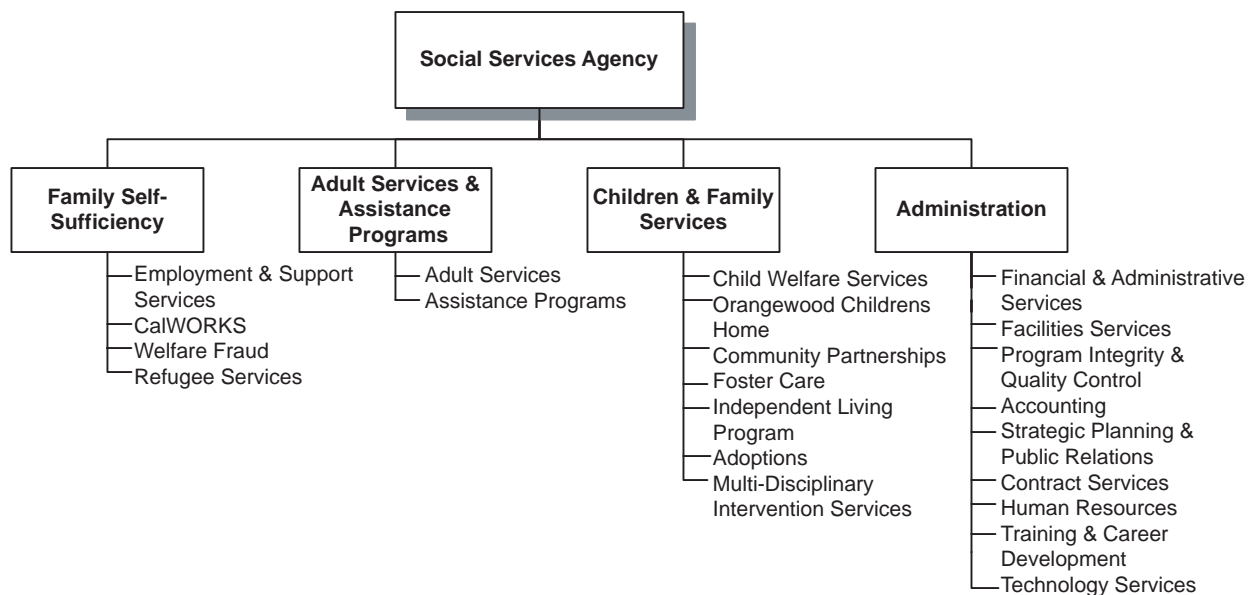
Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
ADULT PROTECTIVE SERVICES FINANCIAL ABUSE RECOVERY What: This measurement depicts the cumulative amount of preserved/recovered funds of exploited elders. Why: Ability to preserve assets is difference between expected quality of life or facing severe hardship.	In FY 04/05 over 17.3 million in assets were protected or recovered for clients that fell victim to financial abuse. This collection amount represents 86.5% of SSA's goal.	To protect or recover approximately \$20,000 in assets for abused or exploited elder and dependent adults. Continuation of this program at the same resource level while expanding the opportunity for collaborative efforts and increased use of best practices as a means to increase our recovery rate.	The Agency continues to support collaborations and practices which have proven successful in protecting and recovering assets and providing resources to maintain current service levels. Strategies include participation in the Financial Abuse Specialist Team and Elder Abuse Prevention Coalition.
MEDI-CAL COVERAGE What: Number of children and adults with Medi-Cal Coverage Why: Monitoring persons served by this program alerts us to the medical requirements of needy families.	The monthly average number of people with Medi-Cal coverage was 298,964. Enrollment for Medi-Cal increased by 1.1% compared to the prior fiscal year due to regulation changes. Outreach efforts and instituted mandated program changes simplified and eliminated some of the barriers to participation.	Continue exploring innovative processes and partnerships to maximize the use of resources and maintain program integrity. Additional social workers are being hired to perform community outreach and eligibility determination for low-income families that have not enrolled in Medi-Cal.	The Agency continues to maintain existing projects, where feasible, coupled with legislation and business process enhancements that simplify and expedite the application processing which is resulting in continued coverage for those determined eligible.
PERCENT OF CALWORKS PARTICIPANTS FULLY ENGAGED IN EMPLOYMENT, EDUCATION, AND/OR SERVICE ACTIVITIES. What: The movement of participants toward employment and economic self-sufficiency. Why: Welfare reform laws stress client self-sufficiency & personal responsibility through employment.	Three areas of employment measurement in the Welfare-to-Work program have increased since FY 04/05. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities. A local group was formed to improve work participation rates.	Evaluate and build on outcomes of prior year strategies that were effective in meeting program mandates and bringing positive client outcomes. Enhance practices supporting child safety and family well-being and placing participants in quality jobs offering opportunities for long range success.	All three areas of measurement have increased since FY 2004/05. This trend is encouraging and is seen as a result of a concerted effort by staff to engage participants in appropriate activities.

FY 2005-06 Key Project Accomplishments:

- SSA was successful in accomplishing its strategies set forth in the 2005 Business Plan. Success is determined through a combination of factors including learning how to better serve our clients; determining which business practices are most efficient and effective; and identifying how SSA efforts have contributed to improved client outcomes. The following list provides a brief summary of our key accomplishments:
- Ensured that Medi-Cal eligibility determinations, reinvestigation, and Medi-Cal Eligibility Data Services (MEDS) worker alerts were processed within State and Federal tolerance levels.
- Increased the number of "Medi-Cal Only" eligible recipients by 101% over the past five years and the total program growth including individuals receiving Medi-Cal benefits linked to other programs was 58%.
- Developed an effective collaboration between Children and Family Services and Family Self-Sufficiency to support implementation of the CalWORKs Structured Decision Making tool in all regional offices; fully integrated staff into the Family-to-Family initiative through attendance at Team Decision Making meetings; and ultimately increased the number of mutual clients receiving CalWORKs supportive services.

- Developed and implemented a Welfare-to-Work mandatory participant monitoring tool to assess effectiveness of case management strategies for achieving greater effectiveness to meet increased outcome requirements anticipated under welfare reform reauthorization.
- Optimized the use of Wraparound program services to meet the individual and unique needs of children, which resulted in a substantial reduction in the number of children in congregate care.
- Continued the expansion of support services for birth parents and relative caregivers to include Wraparound and Multi-dimensional Treatment Foster Care (MTFC).
- Implemented In-Home Supportive Services Independence Plus Waiver, significantly increasing the federal funding for the program by partnering with California Department of Social Services (CDSS) to develop procedures and protocols for complying with new mandates.
- Partnered with California State University Long Beach and Ventura and Santa Barbara counties to secure a grant for graduate education on the aging population.
- Ensured that all Divisions continued planning and transformation of business processes to gain maximum value of CalWIN implementation for the Agency and all of its collaborative partners.

Organizational Summary



Family Self-Sufficiency (FSS) - CalWORKs - Administers Federal, State and County mandated Refugee Cash Assistance program and CalWORKs program to enable disadvantaged individuals and families to become self-sufficient through employment.

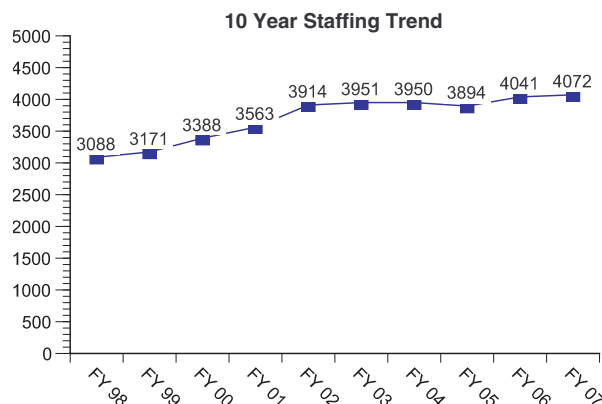
Adult Services & Assistance Programs - Protects the aged and disabled from abuse and exploitation so that they may live in a safer environment. Administers Federal, State and County mandated assistance programs including Medi-Cal, Food Stamps, and General Relief.

Children & Family Services - Protects children through the prevention or remedy of conditions which may result in abuse and promotes maintaining families so that children can remain in or return safely to their homes.

Administration - Supports the goals of the agency by implementing, facilitating, and coordinating administrative services and projects through fiscal and facility management, human resources, accounting, systems, training, research, contract services, strategic planning, legislative analysis, and program integrity functions.

SSA Director - Supports the goals of the agency by directing all agency programs and operations.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Although the number of CalWIN limited term positions was reduced in the third quarter of FY 05/06, the overall SSA staffing level in FY 06/07 has increased from 05/06. This is due to mid year increases in Medi-Cal, IHSS, and Administrative support.
- SSA staffing levels have increased from FY 04/05 to FY 05/06 due to mid-year adjustments in meeting state standards in the Medi-Cal and IHSS programs. In addition, limited-term positions were added in FY 05-06 in support for CalWIN implementation in February 2006.
- SSA staffing levels have decreased from FY 02/03 to FY 04/05 due to deletion of long term vacant positions and an early retirement incentive offered in FY 02/03.
- SSA staffing levels increased from FY 97/98 to FY 01/02 due to the following:

- Medi-Cal, Food Stamps, Adult Protective Services, In-Home Supportive Services, Multipurpose Senior Services, Foster Care, Child Welfare Services Caseload Growth
- Governor's Adoptions Initiative
- County Restructuring
- Welfare Reform
- Orangewood Children's Home (AB 1197)
- Technology Support for Mandated Systems
- Placement Resources and Support
- Transfer of Multipurpose Senior Services Program from CSA
- Independent Living Program
- Child Welfare Services Workload Relief
- Transfer of Welfare Fraud Investigation Staff from District Attorney
- Transfer of Proposition 10 positions to SSA

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA has confirmed strategies for focusing staff efforts and use of available resources for the achievement of the Agency's goals. Monthly meetings of the SSA Management Leadership Team are used to track the achievement of goals; assess progress made on improving outcomes and performance measures; and to confirm that identified strategies are on target.

The following key strategies were developed with the input of all SSA divisions to embrace the achievement of the Agency's vision, mission, and goals and to support the priorities of the Board of Supervisors as outlined in the Strategic Financial Plan and approved budget. The strategies are for 2006 and they all have expected accomplishment dates of December 30, 2006.

Complete a Peer Quality Case Review and a Children and Family Services Review, as required by AB636, and findings will be used in 2007 for the development of an updated System Improvement Plan.

Implement strength-based best practices to increase the percentage of families who reunify within twelve months, increase the percentage of children experiencing no more than 2 out-of-home care placements in the first 12 months in foster care, decrease the percent of cases with a substantiated referral that had another substantiated child abuse and neglect referral within six months, and increase the percent of adoptions finalized within 24 months.

Collaborate with community partners to conduct outreach and implement a specialized staffing unit to enroll eligible uninsured children in Medi-Cal.

Evaluate and implement effective case management strategies, including offering an expanded range of Welfare-to-Work activities that meet the diverse needs of participants.

Develop and utilize management reports to monitor staff performance and the effectiveness of service strategies.

Implement training for identifying lifelong relative connections for our youth through the California Project for Youth Permanency and Creating Family Connections.

Maintain Assistance Programs accuracy during and after CalWIN implementation.

Continue to work with the Child Welfare Services Planning Council to oversee the CFS Family to Family Initiative, Quarterly Community Forums and identifying resources/services needed to support the community.

Changes Included in the Recommended Base Budget:

Retirement Cost Increase - Due to increased retirement contribution requirements, SSA has budgeted an increase in appropriations of just over \$11 million for retirement rate increases. Projected program allocations are not sufficient to cover the increased cost of doing business. Therefore, the increased retirement costs are being offset by 1) an NCC cost avoidance of \$4.1 million associated with holding positions vacant in accordance with State and Federal funding limitations as staff leave or retire; 2) the \$2.5 million reallocation of the projected Foster Care, CalWORKs, and General Relief Aid Payment NCC savings; and 3) a \$4.4 million contract reduction savings. In order to absorb other salary related increases, SSA is also delaying the purchase of non-critical Information Technology purchases until funding levels are established by the State in the summer of 2006.

CalWIN Maintenance and Operation Support - All California counties are mandated to participate in a Statewide Automated Welfare System for supporting eligibility determination, benefit calculation, case management tracking, client correspondence issuance, and report generation for the CalWORKs, Medi-Cal, Food Stamps, Foster Care, Refugee Cash Assistance, Cash Assistance Program for Immigrants, and General Relief programs. Orange County is one of 18 counties that make up the Welfare Client Data System (WCDS) Consortium and have developed the CalWORKs Information Network (CalWIN) system.

Orange County went live with CalWIN in February 2006 and will switch over to the Maintenance and Operation (M&O) funding from the State in August 2006. The unmet needs of the CalWIN M&O allocation exceed \$2 million and are being absorbed within SSA's Federal and State allocations.

The successful implementation and maintenance of CalWIN is a top priority for SSA. If Orange County exceeds the national error tolerance for Food Stamps as a result of CalWIN implementation, SSA must repay all federal benefits issued in error. Non-com-

pliance with Medi-Cal performance standards and/or inappropriate processing of quarterly MEDS reconciliation reports could each result in a 2% fiscal sanction, which collectively represents an exposure to paying \$3.4 million in fiscal penalties.

Ongoing Funding for IHSS Provider Payments - SSA has budgeted a total County cost share amount of \$18.9 million to manage the increased provider wage of \$9.00, the benefit costs, and the increased caseload growth assuming with full State participation. This funding amount is offset by \$12.2 million in realignment revenue and \$1.9 million in 14T funds.

Workload Projections - Adult Protective Services (APS) is forecasted to experience a 5% growth, which could be further impacted by the implementation of mandated financial abuse reporting by financial institutions. IHSS is also projected to experience a 9% growth. Both APS and IHSS program cost increases are being absorbed within the Agency's current NCC target and 14T reserve funds.

Medi-Cal is projected to increase 4% while CalWORKs caseloads may decline by 5% and children's services caseloads will most likely remain relatively flat or slightly decline. Federal and State revenue program allocations are projected to remain essentially status quo with the FY 2005-06 program allocations and not fully fund increased costs of doing business. Agency position vacancies have been prioritized in accordance with program revenue reimbursement limitations.

Increased Costs of Doing Business and Funding Limitations - Costs associated with an increase of \$2.3 million in cost applied County provided services, negotiated county salary and benefit changes, and legislative program changes will require close monitoring of workload requirements and enhanced quality assurance measures. The optimization of staff deployment will be continuously assessed and modified to mitigate degradation of services and maximize Federal and State allocated program revenue. When the Governor's budget is finalized and SSA has received the FY 2006-07 funding allocation levels, SSA will return to the Board in the CEO's First Quarter Budget Report to make any necessary budgetary and staffing adjustments.

Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Add 6 Positions and Funding for Medi-Cal/CalWORKs Records Retention/Files Management Amount:\$ 217,884	Add 6 positions to assist in the purging of records to provide additional storage capacity.	Reduce the need for extra help positions and purge at least 150,000 files annually.	3217
Add 2 Positions and Funding for Wraparound Program Support Amount:\$ 87,384	Add 2 positions to support increasing caseloads in the Wraparound Program.	Provide the necessary support to serve approximately 300-380 families per month.	3306
Add 3 Positions and NCC for Emergency Response Recovery Operations Plan Development Amount:\$ 180,058	Add 3 positions to develop an Emergency Response Recovery Plan for SSA clients and resources.	Develop ERRP to ensure the smooth long-term recovery operations of SSA facilities.	3353
Add 3 Positions and Funding for Cash Assistance Program for Immigrants Program Amount:\$ 149,832	Add 3 positions to address growing caseloads and requirement of the CAPI.	Reduce the current 270 case backlog and assist with the applications of SSI/SSP eligible clients.	3360
Add 63 Positions and Funding for Children & Family Services Amount:\$ 3,559,105	Add 66 positions to meet growing caseloads and mandates for Children and Family Services.	Increase the completion of TDMs by 100 per month and reduce caseloads per worker.	3370
Add 5 Positions and Funding for Purchasing Unit Amount:\$ 238,466	Add 5 positions to address increasing workload in department purchasing and contracts.	Ensure timely processing of procurements and processing of department RFPs.	3526

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Positions	3,986	4,072	4,072	4,072	0	0.00
Total Revenues	381,456,308	370,114,716	369,579,184	379,378,793	9,799,609	2.65
Total Requirements	384,378,084	406,048,636	407,594,691	414,513,861	6,919,170	1.70
Net County Cost	2,921,776	35,933,920	38,015,507	35,135,068	(2,880,439)	-7.58

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Social Services Agency in the Appendix on page A73

Highlights of Key Trends:

- Ensuring compliance with State and Federal program mandates for providing social services is a primary focus of the Agency. Regulations specify the types of services; amounts of assistance benefits; time frames for delivery of services and/or benefits; accuracy levels that must be maintained in administering programs; and Statewide statistical measurements for tracking performance. The mandates, laws, and regulations gov-

erning programs administered by the Agency are subject to frequent changes due to Federal and State legislative and government agency actions; funding reductions; and sometimes court rulings.

- These changes present many challenges and often require major changes in the service environment. SSA is proud of its record this past year in complying with all program mandates.

Budget Units Under Agency Control:

No.	Agency Name	Family Self-Sufficiency (FSS) - CalWORKs	Adult Services & Assistance Programs	Children & Family Services	Administration	SSA Director	Total
063	Social Services Agency	101,430,458	93,130,170	130,671,506	79,707,969	9,573,758	414,513,861
064	In-Home Supportive Services (IHSS)	0	24,346,741	0	0	0	24,346,741
065	CalWORKs Family Group / Unemployed Parents	96,484,989	0	0	0	0	96,484,989
066	Aid to Families with Dependent Children - Foster Care	0	0	112,754,361	0	0	112,754,361
067	Aid to Refugees	260,862	0	0	0	0	260,862
069	General Relief	0	803,078	0	0	0	803,078
102	Santa Ana Regional Centre Lease Conveyance	0	0	0	3,311,557	0	3,311,557
12S	SSA Donations & Fees	0	0	3,602,762	0	0	3,602,762
12W	Wraparound Program	0	0	14,061,075	0	0	14,061,075
14T	Facilities Development and Maintenance	0	0	0	9,296,237	0	9,296,237
590	In-Home Supportive Services Public Authority	0	777,599	0	0	0	777,599
	Total	198,176,309	119,057,588	261,089,704	92,315,763	9,573,758	680,213,122

064 - IN-HOME SUPPORTIVE SERVICES (IHSS)

Operational Summary

Description:

This fund was established to budget and account for the In-Home Supportive Services individual provider costs.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	24,356,455
Total Recommended FY 2006-2007	24,346,741
Percent of County General Fund:	0.83%
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

SSA has budgeted a total County Cost share amount of \$18.9 million to maintain the \$9.00 provider wage and benefit cost with the State participating in full wages and benefit cost. This funding amount is offset by \$12.2 million in realignment revenue and \$1.9 million in 14T funds.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	18,615,308	19,784,857	19,637,995	(146,862)	-0.74
Total Requirements	0	23,186,906	24,356,455	24,346,741	(9,714)	-0.04
Net County Cost	0	4,571,598	4,571,598	4,708,746	137,148	3.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services (IHSS) in the Appendix on page A77

Highlights of Key Trends:

- Caseloads are projected to increase over FY 05/06 levels.

065 - CALWORKS FAMILY GROUP / UNEMPLOYED PARENTS

Operational Summary

Description:

This program provides financial assistance to families with dependent children when one of the parents is absent from the home, incapacitated, or when the principal wage earning parent is unemployed and program and income eligibility requirements are met.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	108,301,618
Total Recommended FY 2006-2007	96,484,989
Percent of County General Fund:	3.29%
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

CalWORKs caseloads projected to decrease 5% FY 06/07.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Projected Percent
Total Revenues	108,032,783	107,434,817	106,138,392	95,320,696	(10,817,696)	-10.19
Total Requirements	110,179,834	110,189,566	108,301,618	96,484,989	(11,816,629)	-10.91
Net County Cost	2,147,050	2,754,749	2,163,226	1,164,293	(998,933)	-46.18

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: CalWorks Family Group / Unemployed Parents in the Appendix on page A78

Highlights of Key Trends:

- Caseloads for CalWORKs are expected to decrease an average of 5% in 06/07. The largest percentage decreases are anticipated in All Other Families and 2 Parent Families aid categories.

066 - AID TO FAMILIES WITH DEPENDENT CHILDREN - FOSTER CARE

Operational Summary

Description:

This program pays for the care and supervision of children in foster care. Such placements may be voluntary but are primarily in situations of dependency or ward status. This budget also includes the Adoption Assistance Program, Wraparound Program, placement costs for seriously emotionally disturbed children, foster parent childcare, and special services for medically needy children.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	105,521,824
Total Recommended FY 2006-2007	112,754,361
Percent of County General Fund:	3.85%
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

Caseloads are projected to be fairly level with FY 05/06 projected caseloads with the exception of Adoption Assistance and Wraparound programs which are projected to continue to increase. This budget assumes no cost of living adjustment consistent with the Governor's budget.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	86,891,652	95,816,835	90,016,101	95,699,079	5,682,978	6.31
Total Requirements	105,029,651	112,810,665	105,489,435	112,754,361	7,264,926	6.89
Net County Cost	18,137,999	16,993,830	15,473,334	17,055,282	1,581,948	10.22

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Aid to Families with Dependent Children - Foster Care in the Appendix on page A79

Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 05/06 projected caseloads with the exception of Adoption Assistance and Wraparound programs which are projected to continue to increase.

067 - AID TO REFUGEES

Operational Summary

Description:

This program provides financial assistance to recipients eligible under Refugee Cash Assistance.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	264,418
Total Recommended FY 2006-2007	260,862
Percent of County General Fund:	0.00%
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

Average caseloads are projected to remain level in FY 06/07.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget	Projected ⁽¹⁾		Projected	
		As of 3/31/06	At 6/30/06	Recommended	Amount	Percent
Total Revenues	195,855	228,324	200,124	260,862	60,738	30.35
Total Requirements	173,447	228,324	264,418	260,862	(3,556)	-1.34
Net County Cost	(22,408)	0	64,294	0	(64,294)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Aid to Refugees in the Appendix on page A80

Highlights of Key Trends:

- Average Refugee caseloads for FY 06/07 are anticipated to remain level.

068 - CASE DATA SYSTEM

Operational Summary

Budget Summary

Description:

As part of the CalWIN system, this is a "clearing account" for processing public assistance payments (aid payments) as well as payments for CalWORKs supportive services and child support pass-on/disregards. The appropriations are fully offset by cost application to the aid payments agencies (Agencies 065, 066, 067, 069) and Social Services Operations (Agency 063) for CalWORKs.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Requirements	14,714	0	0	0	0	0.00
Net County Cost	14,714	0	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Case Data System in the Appendix on page A81

069 - GENERAL RELIEF

Operational Summary

Description:

This program provides financial assistance to those persons who are ineligible for any federal or state programs which provide cash assistance. It is largely an emergency assistance program when other resources are not available to meet the needs of the applicant(s).

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	730,919
Total Recommended FY 2006-2007	803,078
Percent of County General Fund:	0.02%
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

Caseloads are projected to be fairly level with FY 05/06.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	831,701	788,161	753,078	753,078	0	0.00
Total Requirements	827,316	1,204,779	730,919	803,078	72,159	9.87
Net County Cost	(4,385)	416,618	(22,159)	50,000	72,159	-325.64

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: General Relief in the Appendix on page A82

Highlights of Key Trends:

- Caseloads are projected to be fairly level with FY 05/06.

102 - SANTA ANA REGIONAL CENTRE LEASE CONVEYANCE

Operational Summary

Description:

This fund was established to reserve the positive cash flow occurring at the beginning of the Santa Ana Regional Center (SARC) Lease Conveyance term which will be used to offset the negative cash flow occurring at the end of the lease term.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	503,512
Total Recommended FY 2006-2007	3,311,557
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	502,640	2,518,670	2,378,383	3,311,557	933,174	39.24
Total Requirements	0	2,016,030	503,512	3,311,557	2,808,045	557.69
Balance	502,640	502,640	1,874,871	0	(1,874,871)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Santa Ana Regional Centre Lease Conveyance in the Appendix on page A95

Budget Units Under Agency Control:

No.	Agency Name	Santa Ana Regional Centre Lease Conveyance
102	Santa Ana Regional Centre Lease Conveyance	3,311,557
	Total	3,311,557

12S - SSA DONATIONS & FEES

Operational Summary

Description:

This fund includes donations and fees for the benefit of the residents of Orangewood Children's Home. It also includes money received from Children's Services Vital Records (Birth Certificates), and Child Abuse Services License Plate Fees. These birth certificate and license plate funds will be used to reimburse SSA for child abuse services and neglect prevention, and intervention programs operated by private non-profit organizations or public institutions of higher education.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	1,657,499
Total Recommended FY 2006-2007	3,602,762
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

Per GASB 34 regulations, Special Revenue Fund 12S was established for SSA Donations and Fees. Under the new reporting model, Fund 300-358 and 300-361 cannot be reported as fiduciary funds. Fund 300-358 accounts for donations for Orangewood Children's Home and Developer Fees for Orangewood. The purpose of these donations and fees are for the benefit of the residents of Orangewood. Fund 300-361 accounts for money received from Children's Services Vital Records (Birth Certificates), and Child Abuse Services License Plate Fees. These license plate and birth certificate funds will be used to reimburse SSA for child abuse services and neglect prevention, and intervention programs operated by private non-profit organizations or public institutions of higher education.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	4,245,865	4,308,261	3,602,762	(705,499)	-16.38
Total Requirements	0	4,245,865	1,657,499	3,602,762	1,945,263	117.36
Balance	0	0	2,650,762	0	(2,650,762)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: SSA Donations & Fees in the Appendix on page A128

12W - WRAPAROUND PROGRAM

Operational Summary

Description:

This fund includes State and County share deposits related to the enrolled Wraparound caseloads. These funds are used to reimburse SSA for Wraparound Services.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	13,179,214
Total Recommended FY 2006-2007	14,061,075
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

The Auditor Controller established a new Special Revenue Fund, 12W to replace fund 248, the Wrap-around Trust Fund per GASB 34 regulations. SSA requested the establishment of appropriations and revenue for fiscal year 05/06 in Fund 12W as part of the 3rd Quarter budget adjustment in order to capture operational costs and revenue. A budget adjustment will be submitted in the 4th quarter to close Fund 248 after the funds have been transferred to 12W.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	0	18,222,578	14,061,075	(4,161,503)	-22.84
Total Requirements	0	0	13,179,214	14,061,075	881,861	6.69
Balance	0	0	5,043,364	0	(5,043,364)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Wraparound Program in the Appendix on page A129

Highlights of Key Trends:

- Projected Wraparound reimbursements are expected to increase from FY 05/06 due to increases in projected Wraparound caseloads.

14T - FACILITIES DEVELOPMENT AND MAINTENANCE

Operational Summary

Description:

This fund was established to budget and account for facilities projects approved in the County's Strategic Financial plan.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	4,924,138
Total Recommended FY 2006-2007	9,296,237
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA established the Facilities Development and Maintenance Fund (14T) to budget and account for facilities projects approved in the County's Strategic Financial Plan.

Changes Included in the Recommended Base Budget:

SSA has budgeted a total County cost share amount of \$18.9 million to manage the increased IHSS provider wage of \$9.00, the benefit costs, and the increased caseload growth assuming with full State participation. This funding amount is partially offset by \$1.9 million in 14T funds.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	9,405,454	8,679,952	12,692,148	9,296,237	(3,395,911)	-26.76
Total Requirements	795,803	8,679,952	4,939,660	9,296,237	4,356,577	88.20
Balance	8,609,652	0	7,752,488	0	(7,752,488)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Facilities Development and Maintenance in the Appendix on page A168

Highlights of Key Trends:

- With the approval of the CEO, SSA has been reserving realignment funding in the SSA Facilities Development and Maintenance Fund (14T) during FY 2005-06. This fund will be used to continue to support SSA's facility

needs in addition to subsidizing the IHSS provider payments in future years. Without a dedicated revenue source for this mandated program, SSA continues to be dependent on the availability of 14T funds to meet the caseload growth of this program.

590 - IN-HOME SUPPORTIVE SERVICES PUBLIC AUTHORITY

Operational Summary

Description:

This fund was established to budget and account for the In-Home Supportive Services Public Authority administration costs.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	743,171
Total Recommended FY 2006-2007	777,599
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

SSA established the In-Home Supportive Services (IHSS) fund (590) to budget and account for the administration costs of the IHSS Public Authority.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	726,530	725,170	962,124	777,599	(184,525)	-19.18
Total Requirements	486,932	725,170	743,276	777,599	34,323	4.62
Balance	239,597	0	218,848	0	(218,848)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: In-Home Supportive Services Public Authority in the Appendix on page A244

13N - ORANGE COUNTY TOBACCO SETTLEMENT

Operational Summary

Description:

To administer the use of the County's share of the national Tobacco Settlement in accordance with the conditions set forth in a local initiative, Measure "H", approved by the voters on November 7, 2000.

On November 23, 1998 the major American cigarette manufacturers agreed to a settlement (Master Settlement Agreement, MSA) of litigation brought by the Attorneys General of 46 States (including California), five U.S. territories and the District of Columbia. In addition to restrictions related to cigarette advertising and underage smoking, the MSA requires that the tobacco companies pay the participants an estimated \$206 Billion over the next 25 years. After certain adjustments the payments are distributed on a population basis (2000 census), with California estimated to receive about 12.0%. California's share is split 50-50 between the State and the eligible cities and Counties. Orange County's portion of the local share is about 8.4%.

Although there are not any conditions placed on the use of Tobacco Settlement Revenue (TSR) local share by the MSA or State statute, Measure "H", which takes effect on July 1, 2001 restricts the use of TSR to specific health and public safety initiatives. Measure "H" which has been upheld in the Superior Court, requires the use of TSR be restricted to specific health related categories, 80% and public protection programs, 20%. The specific categories are described herein at the Activity level.

Due to the possibility that tobacco companies could fall into bankruptcy as the result of having to make large payments with litigants, there was a doubt as to whether all dollars budgeted will be fully received after FY 03-04. The actual FY 03-04 payments as of April 30, 2004 were \$181K more than the budgeted amount (\$30.1 million). The actual FY 04-05 payments as of April 30, 2005 were \$307K more than the budgeted amount (\$30.5 million).

Measure "H" applies only to TSR received after July 1, 2001. Please see Fund 14X in program VII for TSR received by the County prior to July 1, 2001.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	31,482,216
Total Recommended FY 2006-2007	38,431,627
Percent of County General Fund:	N/A
Total Employees:	0.00

Strategic Goals:

- Administer the County's share of Tobacco Settlement Revenue (TSR) received on or after July 1, 2001, in strict accordance with the requirements of voter approved Measure "H".

Seniors & Persons w/Disabilities - 19% is allocated to this Measure "H" category.

Emergency Room Physicians & Specialists - 23% is allocated to this Measure "H" category.

Tobacco Prevention & Control - 12% is allocated to this Measure "H" category.

Child & Family Health Services - 20% is allocated to this Measure "H" category.

Comprehensive E.R. Services/Trauma Centers - 6% is allocated to this Measure "H" category.

Public Safety Program & Services - 20%, is allocated to this Measure "H" category. Of the total in the public safety category, \$651,548 will be budgeted for the operation of the 64 bed secured substance abuse program at the Theo Lacy Branch Jail (additional \$861,100 for the above 64-bed program will be budgeted using the remaining public safety category carryover balance in Pre-Measure H TSR Fund-14X). The remainder of the Measure H public safety category balance, \$5,993,650 is allocated to the Theo Lacy Branch Jail Expansion, Phase III (Building "B").

Budget Summary

Plan for Support of the County's Strategic Priorities:

The revenue in this fund is used in accordance to Measure "H" allocation and reimbursed to the Health Care Agency and the Sheriff-Coroner according to their claim and the available balance.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	FY 2006-2007 Recommended	Projected Amount Percent
Total Revenues	39,464,213	38,339,937	38,339,937	38,431,627	91,690 0.24
Total Requirements	31,984,920	38,339,937	31,482,216	38,431,627	6,949,411 22.07
Balance	7,479,293	0	6,857,721	0	(6,857,721) -100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Orange County Tobacco Settlement in the Appendix on page A138

13X - SUBSTANCE ABUSE & CRIME PREVENTION ACT FUND

Operational Summary

Description:

This special revenue fund is required to receive Substance Abuse and Crime Prevention Act revenues, which are then allocated to the Health Care Agency, Probation, Public Defender, and District Attorney.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	9,731,822
Total Recommended FY 2006-2007	7,975,067
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	9,731,822	9,731,822	7,975,067	(1,756,755)	-18.05
Total Requirements	0	9,731,822	9,731,822	7,975,067	(1,756,755)	-18.05
Balance	0	0	0	0	0	0.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Substance Abuse & Crime Prevention Act Fund in the Appendix on page A146

15G - HOUSING AND COMMUNITY SERVICES

Operational Summary

Mission:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.
- Enhance the livability of the County's target neighborhoods.

Key Outcome Indicators:

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	16,847,648
Total Recommended FY 2006-2007	38,254,977
Percent of County General Fund:	N/A
Total Employees:	142.00

Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
REDUCE PERCENT OF AFFORDABLE HOUSING NEEDED AS IDENTIFIED BY THE REGIONAL HOUSING NEEDS ASSESSMENT What: Includes providing monthly housing assistance and creating new affordable housing units. Why: Increasing affordable housing units helps bridge the gap in housing costs for certain incomes.	HCS achieved record lease up of vouchers to assist 9,600-10,000 households in paying their rent each month; and closed 5 multifamily housing loans totaling over \$4.3 million and 288 units of affordable housing.	HCS anticipates closing 3 multifamily affordable housing projects, issue one NOFA for \$5 million, and submit an application to HUD for additional Section 8 rental assistance vouchers, if available.	Since 2000, HCS increased the number of households leased with vouchers by over 2,500. HCS expects to produce approximately 1955 units or \$336 million of affordable housing construction with a County investment of \$30 million.
MEASURE THE LEVEL OF COMMUNITY SATISFACTION WITH NEIGHBORHOOD IMPROVEMENT AND REHAB PROJECTS. What: The effect of rehabilitation efforts on a neighborhood in terms of community satisfaction. Why: Home and neighborhood enhancement contributes to higher levels of community satisfaction and pride.	HCS completed the rehabilitation of 39 housing units; ADA improvements at the regional Justice centers; street improvements in the City of Stanton, Cypress Acres, and El Modena; new water main, service laterals and fire hydrants; sewer improvements and improvements to two Community Centers.	HCS targets include providing low interest loans and grants through the Neighborhood Preservation Program to repair over 30 mobile and single family homes for seniors and working families countywide and completing the construction of 5 public works projects worth over \$250k in capital improvements.	HCS is doing well as it continues to revitalize the unincorporated communities with the goal of eventual annexation of all County islands.

FY 2005-06 Key Project Accomplishments:

- Provided monthly rental assistance to more than 9,500 households in Housing Choice Voucher program and to over 330 disabled/homeless households in the Shelter Plus Care Program
- Completed rehabilitation of 39 housing units; ADA improvements at the regional Justice Centers (Central, North, West, and Harbor); street improvements in the Cities of Stanton, Cypress Acres, and El Modena; storm drain improvements, new water main, service laterals, and fire hydrants; sewer improvements, and improvements to two Community Centers.
- Participated in two grand openings for affordable rental housing that will provide 166 new units of affordable housing in Orange County.
- Coordinated with public and private agencies to secure over \$11.3 million in federal, state, and local resources, which were used to preserve the operation of existing homeless shelters, construct and operate new homeless shelters, and provide educational services for homeless children and youth.
- Continued to successfully administer and monitor the Community Development Block Grant Program including processing \$4,772,731 in reimbursements and successful program monitoring of subrecipients in order to meet HUD guidelines.

Organizational Summary



..... Auditor-Controller Staff

Executive Administration - Plans, organizes, administers and directs all functions related to the implementation of policies, programs and projects developed under legal authority granted to the Orange County Housing Authority, Community

Development Block Grant and other similar federal, state and Orange County Development Agency funded programs. This activity includes Human Resources which is responsible for establishing an appropriate framework within the department so it can competitively attract and retain the best qualified employees while meeting appropriate laws and regulations and provides assistance in employee relations to ensure personnel standards and quality assurance.

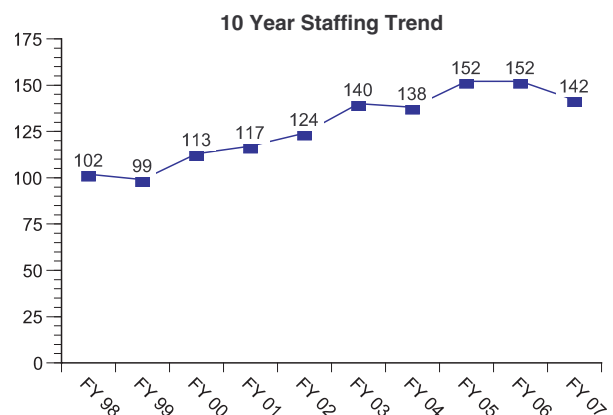
In March 2002, the Homeless Prevention Program was shifted from the CEO to HCS. As a result, HCS now centrally coordinates the preservation and expansion of the County's Continuum of Care System for the Homeless. Major components of focus include: 1) Homeless Prevention; 2) Outreach and Assessment; 3) Emergency Shelter; 4) Transitional Housing; 5) Supportive Services; and 6) Permanent Supportive Housing. In the FY 04-05 Budget, this program was moved from Fund 15G to Fund 100 at Agency 012.

Community Development Services - The Administrative & Community Development Services Division oversees departmental community relations activities as well as revitalization activities such as public works, infrastructure improvements, and housing rehabilitation. This Division also administers sub contracts funded through the CDBG, HOME, ESG, and NDAPP. Additionally, this Division is responsible for environmental services, purchasing, facilities management, budget, payroll, petty cash, computer services, and general support services. It is also responsible for overall HCS program compliance. The Division performs audit, compliance and legal notification procedures required by HUD for the department.

Housing Development & Administrative Services - The Housing Finance & Policy division oversees new housing development in the creation of multi-family rental, transitional, and home projects for lower income households. This Division is responsible for legislative analysis and grants management. Grants Management includes the Application Review and Homeless Assistance Programs application processes, which are competitive processes by which funding is allocated to projects.

Housing Assistance - The Housing Assistance Division performs the operations of the Housing Authority. The Housing Authority is responsible for the disbursement of approximately \$95 million in housing subsidies annually, which is not reflected in the County's budget figures. In addition, the Housing Assistance Division operated special programs such as Family Self-Sufficiency, Family Unification, and the special needs homeless individuals or families under the HUD Continuum of Care Program.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Prior to FY 97/98, the former H&CD was a division of EMA with all of the associated positions budgeted in EMA's budget.
- H&CD staff expanded in FY 99/00 due to an organizational assessment performed by the CEO and an outside consultant. Staff was added to the following sections: 13 to the Housing Assistance activity and 1 to the Program Support activity.
- H&CD staff increased by 4 in FY 00/01 due to the expansion of the Shelter Plus Care program (1), and the creation of CalWORKs program (3). Both of these programs are in the Housing Assistance Division.
- In FY 01/02 H&CD staff increased by 7 due to an award of 740 additional housing vouchers for the Section 8 program. Six staff members were added to the Housing Assistance section and 1 was added to the Program Support section.
- In September 2001 H&CD staff increased by 19 full time positions (12 new & 7 converted from extra help). This increase was due to an award of 820 additional housing vouchers for the Section 8 program and the implemen-

tation of a successful in-house inspection program. Hiring staff to perform annual inspections became more cost-effective than using a contractor. 17 of the staff members were added to the Housing Assistance section and 2 were added to the Administrative & Community Development Services section.

- In FY 02/03 4 positions were deleted due to the rising costs of staff, the slight decline in block grant funding and the fixed amount of administration fees received from the Federal Government to administer programs such as the Section 8 program.
- Due to the rising costs of staff and the fixed amount of administrative fees received from the Federal Government, it was necessary for HCS to analyze work assignments, positions and position levels in the FY 03/04 Budget. As a result, a net of five positions were deleted. Three of the positions were filled with limited term employees, one of the positions was vacant and one was vacated when the incumbent was promoted to another position. An additional position was deleted but was offset by an addition of a position to resolve a classification issue.
- As a result of the merger between CSA and H&CD, HCS has committed to analyzing each program area within all areas of the organization for efficiencies, regardless of funding source, in an effort to reduce costs. HCS moved seven positions from agency 012 into fund 15G in the FY 04-05 budget. During FY 03-04, CEO transferred an Administrative Manager II from CEO/Strategic Affairs to HCS to oversee redevelopment and planning activities. Also during FY 03-04, HCS received six new positions to augment the growing Section 8 Rental Assistance Voucher Program. With the transfer of the Homeless Coordinator to agency 012, 15G added a net of 13 positions during the FY 04-05 budget process.
- Due to federal CDBG funding cuts and increases in employee retirement cost, HCS needed to eliminate 10 positions out of the FY 06-07 budget. The Housing Development and Administrative Services Division is eliminating 7 positions and the Community Development Services Division is eliminating 3 positions. All of the proposed deletions are vacant positions, so they will not result in any layoffs.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. HCS continues to explore and commit all eligible funding to increase affordable housing opportunities in the County. Currently, HCS has allocated over \$30 million for affordable housing development in Orange County from Federal HOME and CDBG monies, Redevelopment funding and Housing Authority Operating Reserves. HCS will continue to solicit and support affordable housing projects through Requests for Proposals (RFP) and Notice of Funding Availabilities (NOFA). The goal of the RFPs and the NOFA process is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

Changes Included in the Recommended Base Budget:

In FY 06-07, Housing and Community Services (HCS) will face a reduction in federal revenues while experiencing substantial increases in employee costs. The Department is losing \$1.1 million in federal CDBG funding while employee retirement costs increased by 46%. As a result, HCS needs to eliminate 10 regular positions and reduce various service and supply costs in the FY 06-07 budget. In addition, Fund 15G will use an Operating Transfer of \$300,000 from Fund 117 to balance the Housing Assistance Program's operating costs.

Fund 15G continues to project a negative fund balance which is due in part, to the reimbursement nature of this fund and to multi-year projects which are budgeted and encumbered at 100% in the first year. Examples of projects budgeted this way include those funded by the SuperNOFA Homeless Assistance grant process and the block grant programs.

In addition, Divisions within Fund 15G were reorganized in FY 2005-2006. The FY 2006-2007 budget and budget summaries for the new Divisions (Community Development Services and Housing Development and Administrative Services) reflect these changes.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Positions	152	152	152	142	(10)	-6.58
Total Revenues	16,621,027	38,497,131	17,487,197	38,254,977	20,767,780	118.76
Total Requirements	18,029,109	38,497,131	18,174,189	38,254,977	20,080,788	110.49
Balance	(1,408,082)	0	(686,992)	0	686,992	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Housing and Community Services in the Appendix on page A174

Highlights of Key Trends:

- Over the past decade, the County has experienced a shortage of affordable housing which is impacted by a variety of factors including the availability of land, affordable housing funds, political will, and the real estate market. The development and preservation of affordable housing is challenged by rising housing costs, lack of appropriately zoned land, increased market demands, and community resistance which combine to shrink the supply of affordable housing units and price low income residents out of the market. Despite these factors, HCS will continue to pursue its goal of increasing and preserving affordable housing opportunities for lower income Orange County residents.
- In 2004, HUD changed its allocation method for funding Housing Authority's administration costs which reduced the Housing Assistance Program's operating revenues. This reduction in Administration fees coupled with increased employee retirement costs has resulted in a projected operating deficit of \$250,000 - \$300,000. The operating deficit will be covered by Housing Authority operating reserves, which are the result of excess administrative fees in previous years. The operating reserves were established for the purpose of covering operating deficits and late Housing Assistance Payments from HUD.
- HCS continues its goal of improving the livability of the County's unincorporated neighborhoods. This goal is met by providing low-interest loans to eligible home owners for home rehabilitation, developing education and community programming for large areas, and effectively communicating these improvement programs to these neighborhoods.

Budget Units Under Agency Control:

No.	Agency Name	Executive Administration	Community Development Services	Housing Development & Administrative Services	Housing Assistance	Total
012	Community Services Agency	14,110,509	0	0	0	14,110,509
117	O.C. Housing Authority - Operating Reserves	1,822,221	0	0	0	1,822,221
123	Dispute Resolution Program	807,660	0	0	0	807,660
124	Domestic Violence Program	1,028,787	0	0	0	1,028,787

Budget Units Under Agency Control:

No.	Agency Name	Executive Administration	Community Development Services	Housing Development & Administrative Services	Housing Assistance	Total
146	Workforce Investment Act	13,777,051	0	0	0	13,777,051
15G	Housing and Community Services	20,763,488	5,419,000	5,220,603	6,851,886	38,254,977
15U	Strategic Priority Affordable Housing	2,689,823	0	0	0	2,689,823
	Total	54,999,539	5,419,000	5,220,603	6,851,886	72,491,028

012 - COMMUNITY SERVICES AGENCY

Operational Summary

Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	13,452,521
Total Recommended FY 2006-2007	14,110,509
Percent of County General Fund:	0.48%
Total Employees:	65.00

Strategic Goals:

- To provide services, funding, and leadership in addressing issues that relate to the health, well-being, independence, and dignity of older adults in Orange County.
- Match Orange County workforce skills and abilities with employer workforce needs.
- Ensure that Orange County veterans, their survivors and dependents receive the benefits, recognition and assistance to which they are entitled.
- Promote inter-group understanding; eliminate prejudice, intolerance and discrimination; and facilitate the peaceful resolution of disputes.
- Increase and preserve shelter and supportive services for at-risk and homeless residents of Orange County, including but not limited to, victims of domestic violence and their children, the mentally ill and dually diagnosed, veterans, seniors, and other at-risk or homeless populations in Orange County.

Key Outcome Indicators:

Performance Measure	2005 Business Plan Results	2006 Business Plan Target	How are we doing?
ESTABLISH BASELINE LEVEL OF CUSTOMER SATISFACTION FOR OLDER ADULTS PROGRAMS AND STAFF SUPPORT. What: Survey measures the level of satisfaction with services provided by OoA's contract vendors. Why: Helps identify the level of service OoA programs provides to older adults.	Establish baseline customer satisfaction levels for services and support provided by OoA.	Continue to meet and survey service providers to identify current customer satisfaction levels, with the objective of improving areas that do not meet minimum levels.	OoA has received high customer service marks for its staff work and work provided by service providers.
ACHIEVE AN 80% OR BETTER RATE OF CLIENTS PLACED AND RETAINED IN JOBS. What: The percent of clients placed in jobs and the percent of those working nine months after placement. Why: It measures the success of services delivered to both businesses and job seekers.	Placed in Jobs - 79% Retained in Jobs - 88%	Placed in Jobs - 80% Retained in Jobs - 89%	The Orange County Workforce Investment Area is currently meeting State Performance Measures for percentage of clients placed in jobs and the percentage of those placed still working after nine months.

Key Outcome Indicators: (Continued)

Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
REDUCE THE DEMAND AND SUPPLY GAP COMPARISON OF JOB SEEKERS IN ORANGE COUNTY FROM PREVIOUS YEAR. What: Compares the existing and projected demand of jobs against the supply of workers in the County. Why: It measures the workforce system efficiency in matching current/future job supply with demand.	54,858	53,000	Orange County's unemployment rate continues to remain below the State of California's unemployment rate. Job seekers are able to find employment in Orange County's diversified economy.
ACHIEVE \$6,000,000 IN NEW VETERANS BENEFIT AWARDS FOR DISABILITY AND OTHER FEDERAL/STATE BENEFITS. What: Veterans' monetary benefits paid to veterans, their survivors, and dependents. Why: Enhances the quality of life for veterans, their survivors/dependents, and stimulates the economy.	\$6,000,000	\$6,000,000	Program is on target for meeting the goal.
ACHIEVE A TARGET RATE OF LESS THAN 5 HATE CRIMES PER 100,000 RESIDENTS IN ORANGE COUNTY. What: Measures criminal acts motivated by the victim's perceived race, ethnicity, religion, gender, etc. Why: It measures the level of prejudice and intolerance in the community year to year.	Approximately 5 per 100,000 population.	Approximately 5 per 100,000 population.	The number of hate crimes and incidents increased in 2004 after a three year downward trend and remained at about the same level in 2005. Although one hate crime is too many, Orange County's prevention and response programs keep these numbers down.
ACHIEVE A 70% OR BETTER RATE ON CASES REFERRED TO MEDIATION THAT RESULT IN SUCCESSFUL RESOLUTION. What: Dispute resolution services facilitate the settlement of disputes through mediation & conciliation. Why: It is a measure of success of the mediation process in helping community members resolve conflict.	75%.	72%.	Increased presence and collaboration with courts and community agencies has led to successful resolution rates.
INCREASE SHELTER, SUPPORTIVE SERVICES, AND SUPPORTIVE HOUSING FOR AT-RISK AND HOMELESS RESIDENTS. What: Maintain existing transitional shelter beds, supportive services and housing for the homeless. Why: Eliminates gaps in Orange County's Continuum of Care System for the homeless.	HCS was awarded \$11.4 million from HUD's for Continuum of Care projects and services.	Obtain \$10-\$13 million in federal, State, and local resources for homeless assistance and prevention.	HCS continues to make progress in the development and implementation of homeless prevention programs by partnering with other County Agencies, nonprofits, cities, and other stakeholders.

FY 2005-06 Key Project Accomplishments:

- Achieved an aggregate customer satisfaction rating of 4 on a scale of 1-5 for Office on Aging services and programs.
- Reduced the Workforce demand and supply gap from 90,700 to 88,700.
- Achieved an 81% success rate of clients placed in jobs and an 85% success rate of placements still in jobs after nine months.
- Filed veteran claims that resulted in \$6,000,000 in monetary benefits to veterans, their survivors and dependents.
- Achieved a hate crime incident rate of 5 per 100,000 population.
- Achieved a mediation resolution success rate of 77%.

- Secured a \$10.3 million HUD grant for homeless assistance programs.

Administration - This Division is responsible for the administrative support activities for this fund which includes, purchasing, facilities management, budget, payroll, petty cash, and other support services.

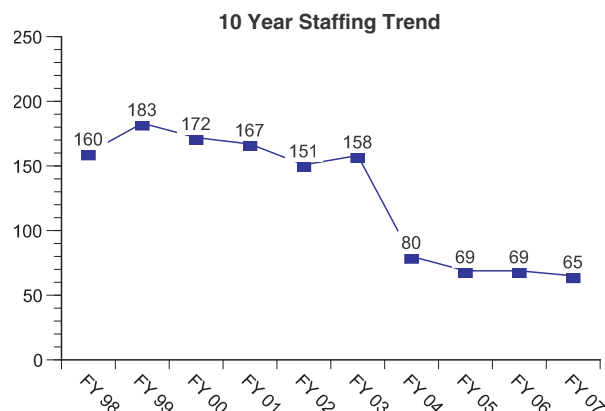
Community Advocacy - Veteran's Service Office- Provides advocacy services and assistance to Orange County veterans, survivors and dependents, focusing on Department of Veterans Affairs disability benefits and survivor benefits. This Division also promotes the understanding of the importance of its veterans and their contributions to our country.

Human Relations Commission - Promotes mutual understanding among residents of Orange County and works to eliminate prejudice, intolerance, and discrimination. The Commission, along with its non-profit partner, the Human Relations Council, operates model Community Building, Mediation and School Inter Ethnic Relations and Violence Prevention Programs.

Office on Aging - Advocates, plans, and facilitates services as directed by Federal and State law for all Orange County older adults, their families, and caregivers, with a special focus on ethnic minorities and those with low incomes. This Division is the designated Area Agency on Aging for Orange County.

Special Programs - Administers State and Federally funded programs to increase employment, retention, and earnings of the County's workforce, which would also reduce welfare dependency. These programs include the Workforce Investment Act programs, Domestic Violence program, Dispute Resolution programs and the Senior AIDES (Alert, Industrious, Dedicated, Energetic Services) program. This Division also oversees all Orange County Workforce Investment Board functions.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- HCS deleted four positions from the Office on Aging Division in FY 05-06 in order to meet its 3rd and 4th year "Step II" reductions.

Budget Summary

Changes Included in the Recommended Base Budget:

The overall Net County Cost (NCC) limit for this budget was reduced by \$44,532 compared to the FY 05-06 NCC. This was due to Board directed "Step II" reductions in the Office on Aging. To meet these reductions, four full-time positions were deleted from the Office on Aging Division during FY 05-06 resulting in a current position total of 65 budgeted positions. Also, increased employee retirement costs in FY 06-07 have required divisions to cut various service and supply expenditures and fixed asset costs to meet the target NCC.

The Human Relations Commission (HRC) received a 3% increase in its NCC but still needs outside commitments of revenue to balance its budget. The HRC's annual budget is consistent with its FY 05-06 budget, and it expects to maintain its current programs and service levels.

The Office on Aging (OoA) reduced four positions during FY 05-06 to meet its "Step II" reductions in year 3 and 4. The Division needed to make additional cuts in its FY 06-07 budget to meet its NCC limits. To restore some of the program cuts and service levels, OoA submitted a budget augmentation of \$83,000 as part of this budget.

The Homeless Prevention program also submitted a budget augmentation of \$448,000 to fund the development of an action plan for long term housing solutions after natural disasters in Orange County. HCS also submitted an augmentation of \$500,000 of NCC to cover a funding gap in the cold weather armory shelter program, and to keep it open for an additional 28 days during the year. This augmentation would keep the cold weather armory shelter open for a total of 149 days in FY 06-07.

The Special Programs Division (SPD) expects its federal and local funding to remain relatively constant in FY 06-07. Consequently, these programs and services should remain at their current service levels. In FY 05-06, SPD received an additional \$10,000 in NCC from the CEO to administer the Comprehensive Economic Strategy Committee (CEDS) Program. The additional NCC was also included in the FY 06-07 budget increasing its NCC from \$44,000 to \$54,000.

The Veteran's Service Office (VSO) received a 3% increase in its NCC limit and did not experience any significant changes to its budget. VSO expects to maintain its current programs and service level.

Requested Budget Augmentations and Related Performance Results:

Unit Amount	Description	Performance Plan	BRASS Ser.
Restore Services & Supplies Funding to Maintain Current Level of Service Amount: \$ 83,326	To restore funding for the FAST and elderly nutrition programs that were cut by step II reductions.	Maintain level of service.	5416
Add Administrative Manager I and Net County Cost for Disaster Preparedness Action Plan Amount: \$ 448,954	To provide funding to develop an action plan for long-term recovery in case of a natural disaster.	To develop a redundant 211 system and develop long term recovery plans for Orange County.	5420
Cold Weather Shelter Armory Program Funding Amount: \$ 500,000	To provide funding to extend the operations of the Cold Weather Armory Shelter for 76 days.	To add 76 additional days of operations at the Cold Weather Armory Shelter.	6036

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	FY 2006-2007 Recommended	Projected Amount Percent
Total Positions	69	65	65	65	0 0.00
Total Revenues	12,836,720	10,882,582	10,574,896	11,133,158	558,262 5.28
Total Requirements	15,318,026	13,904,465	13,355,794	14,110,509	754,715 5.65
Net County Cost	2,481,306	3,021,883	2,780,898	2,977,351	196,453 7.06

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Community Services Agency in the Appendix on page A22

Highlights of Key Trends:

- In light of a growing and increasingly diverse population of older adults, the Office On Aging (OoA) is working to improve the following areas for seniors: access to information, health care, and accessible and affordable housing. OoA will continue to work with various coalitions to increase its outreach to functions and to ensure the most needy seniors in the community are being assisted. As part of this effort OoA will actively promote its state-of-the-art Information & Assistance call center.
- Orange County's diverse economy helps to maintain its low unemployment rate (3.6%) compared to the rest of the state (5.4%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed locally. HCS operates two regional "One-Stop" Centers in partner with several other agencies and organizations, which provide skill development programs and helps match Orange County job seeker with employers. The State's financial situation makes future funding levels of these programs uncertain.
- The war in Iraq and the continuing fear of terrorism at home bring local human relations under growing pressure. The Human Relations Commission (HRC) will continue to promote police/community relations, collaborate with diverse ethnic groups, conduct inter-ethnic relations in Orange County schools, develop leadership through training, and allocate funds to dispute resolution programs. However, County funding for this program does not cover its entire operating costs. Therefore, the HRC will need approximately \$100,000 to balance its FY 06-07 budget.
- The U.S. Department of Veteran Affairs (USDVA) has a backlog of over 600,000 claims and appeals. HCS staff is working with the national Association of County Veterans Officers to introduce legislation that would allow the Veteran Service Office to assist the USDVA in claims processing which would help reduce the backlog. To meet the changing needs of veterans, the VSO is coordinating with various organizations to implement new strategies targeted at improving the programs and services available to veterans and their dependents.
- The homeless issue in Orange County is complex and multifaceted. The jobs-to-housing imbalance, high cost of housing, and increasing number of lower paying service-sector jobs all contribute to the homeless problem in Orange County. To assist this population, HCS will increase and preserve shelter supportive services for at-risk and homeless residents via the following strategies: secure additional funding for the Continuum of Care (CoC) system; work with grant recipients participating in the CoC program; identify additional resources for the County's various organization to find long term solutions to end chronic homelessness.

117 - O.C. HOUSING AUTHORITY - OPERATING RESERVES

Operational Summary

Description:

To work in partnership with and advocate for Orange County's diverse communities, improve lives by supporting and providing needed community services, strengthen economic viability, and preserve and expand affordable housing opportunities; thereby enhancing the quality of life for our community.

Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

FY 2005-06 Key Project Accomplishments:

- The Housing Assistance Division at HCS provided monthly rental assistance to more than 10,000 households during each month of Fiscal Year 05-06. New federal funding limitations required HCS to reduce its lease-up levels in the Section 8 Housing Choice Voucher Program. This insured that program resources benefiting the Section 8 Rental Assistance clients were fully utilized within federal funding constraints.
- Construction was completed on two affordable rental housing development projects (Heritage Place at Tustin and Laguna Canyon), which are funded with Housing Authority Operating Funds. These two projects will provide a total of 174 new affordable housing rental units for Orange County residents.
- Provided \$400,000 in assistance to 8 non-profit organizations which provide housing and shelter services to the County at-risk population.

O.C. Hse Authority/Oper Reserv - Operating Reserve funds may be used only for the cost of ongoing administration of Housing and Community Services' (HCS) current Section 8 rental assistance program or for other housing related purposes consistent with state and local law, including the development of affordable housing as approved by the Board.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	7,940,384
Total Recommended FY 2006-2007	1,822,221
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. Currently, HCS has committed \$30 million to affordable housing projects within Orange County. The Department will continue to solicit affordable housing projects through Request for Proposal (RFP)

and the Notice of Funding Availability (NOFA) processes. The goal of the RFP and the NOFA is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households.

Changes Included in the Recommended Base Budget:

The FY 06-07 budget reflects a \$4 million decrease from the FY 05-06 budget. This is due to completion of two affordable housing projects totaling over \$3 million which are no longer included in the budget; and the elimination of \$1 million in future years costs that will not be realized in FY 06-07. Fund 117 will continue to provide money for Housing Supportive Service contracts, Super NOFA Homeless Assistance application planning activities and affordable housing monitoring responsibilities.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	9,695,173	8,898,350	9,321,974	1,822,221	(7,499,753)	-80.45
Total Requirements	1,173,722	8,898,350	7,944,899	1,822,221	(6,122,678)	-77.06
Balance	8,521,451	0	1,377,075	0	(1,377,075)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: O.C. Housing Authority - Operating Reserves in the Appendix on page A108

Highlights of Key Trends:

- In 2004, HUD changed its funding allocation method which supports the operating costs of the Section 8 Housing Assistance Program. Consequently, certain Housing Assistance operating costs are funded with

Fund 117 monies. These operating expenses include: fraud investigation, overtime, field vehicle replacements, portions of the Family Self Sufficiency program, and potential operating deficits.

123 - DISPUTE RESOLUTION PROGRAM

Operational Summary

Description:

Provide funding for local dispute resolution services as an alternative to formal court proceedings.

FY 2005-06 Key Project Accomplishments:

- The Small Claims courts referred 1100 cases for mediation; 980 cases were opened and 750 were successfully resolved earning a resolution rate of 77%.

Dispute Resolution Program - The Dispute Resolution service providers meet regularly with judges from the five justice centers who comprise the Small Claims Mediation Committee. In 1998-99 they formed a collaborative to better serve the courts and now actively work with court personnel to provide mediation services for appropriate court related or referred cases. They mediate small claims, unlawful detainers, temporary restraining orders and civil harassment cases.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	324,025	843,869	762,980	807,660	44,680	5.86
Total Requirements	269,045	843,869	705,320	807,660	102,340	14.51
Balance	54,980	0	57,660	0	(57,660)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Dispute Resolution Program in the Appendix on page A116

Highlights of Key Trends:

- The Dispute Resolution Program Act (DRPA) programs are funded by a portion of court civil filing fees. Revenues for the program have been decreasing steadily during the past few years. In PY 2002-03, total revenue

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	705,320
Total Recommended FY 2006-2007	807,660
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

No major changes in the 06-07 budget. There is a very slight increase in expenditures due to a small growth in projected revenues.

collected was \$842,770; in PY 2003-04, the total was \$781,774; and in PY 2004-05, the total was \$727,880. It appears the final figures for the current program year will continue the downward spiral of approximately 7% annually.

124 - DOMESTIC VIOLENCE PROGRAM

Operational Summary

Description:

Provide funding for domestic violence shelters in Orange County which provide a temporary "safe haven" for the victims of domestic violence and their children.

FY 2005-06 Key Project Accomplishments:

- Contractors funded through the Domestic Violence Program provided crucial emergency shelter services to approximately 9,672 victims of domestic violence and their children during FY 05-06.

Domestic Violence Program - Consistent with the Welfare and Institutions Code Sections 18294-18298, the domestic violence shelters provide a range of comprehensive emergency crisis shelter services that are necessary to address the various critical needs experienced by victims of domestic violence and their children such as: emergency crisis sheltering, access to a twenty-four hour crisis hotline, provision of counseling services, walk-in center, food and clothing, hospital emergency room assistance, transportation referrals and legal assistance.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	765,732
Total Recommended FY 2006-2007	1,028,787
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

The Domestic Violence budget reflects a \$200,000 increase in expenditures compared to the previous year's budget. The increase is due to some unspent revenue in FY 05-06 being budgeted in FY 06-07 along with new FY 06-07 revenue. Otherwise, the budget remains fairly consistent with the current year revenue and expenditures.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	501,230	868,519	982,519	1,028,787	46,268	4.71
Total Requirements	332,711	868,519	765,732	1,028,787	263,055	34.35
Balance	168,519	0	216,787	0	(216,787)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Domestic Violence Program in the Appendix on page A117

Highlights of Key Trends:

- The Domestic Violence revenue has been consistently increasing since 2004-05 when legislative changes were implemented that increased the amount of batterer's fees collected by the courts. In 2003-04, \$114,260 in batterer's fees were collected; in 2004-05, \$225,140 in batterer's fees were collected; and it is anticipated that for 2005-06 at least \$266,174 will be collected. However, the amount collected from marriage license fees, which

is the other source of domestic violence revenue, has remained constant over the last four years and has varied by less than \$7,000 during each year. This overall revenue trend increase has allowed for the allocation of additional dollars in 2004-05 and 2005-06 to be made to the four domestic violence emergency shelters. The increased revenue directly translates into strengthened services to the victims of domestic violence and their children.

146 - WORKFORCE INVESTMENT ACT

Operational Summary

Description:

Provide for services through workforce investment systems that increase the employment, retention, and earnings of participants, and reduce welfare dependency.

Strategic Goals:

- Match Orange County workforce skills and abilities with employer workforce needs.

Key Outcome Indicators:

Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
MEASURE % OF CLIENTS PLACED IN JOBS, AND THE % OF THOSE PLACED WORKING NINE MONTHS AFTER PLACEMENT. What: Compares the existing and projected demand of jobs against the supply of workers in the County. Why: It measures the success of services delivered to both businesses and job seekers.	Placed in jobs - 81% Retained in jobs - 85%	Placed in jobs - 82% Retained in jobs - 86%	The Orange County Workforce Investment Act is currently exceeding State Performance Measures for percentage of clients placed in jobs and the percentage of those placed who are still working nine months after placement for both the WIA Adult Program and the WIA Dislocated Worker

FY 2005-06 Key Project Accomplishments:

- HCS placed 81% of its clients into jobs and 85% were still in their jobs after nine months.

Workforce Investment Act - To provide various job match and skill development services to Orange County's unemployed which increases retention, and earnings of participants, and reduces unemployment and welfare dependency.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	9,822,339
Total Recommended FY 2006-2007	13,777,051
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Recommended Base Budget:

The FY 06-07 base budget is approximately \$1.6 million less than the FY 05-06 budget because the department did not budget potential One-Time-Only grants. In the past, HCS budgeted all available funding plus some additional monies for One-Time-Only

grants which were generally funded mid fiscal year. Since the One-Time-Only monies are less certain in FY 06-07, HCS did not add them into the base budget, but will submit a budget adjustment if they are funded.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06		Projected Amount	Percent
Total Revenues	9,270,816	15,018,274	9,884,292	13,777,051	3,892,759	39.38
Total Requirements	10,845,514	15,018,274	11,072,570	13,777,051	2,704,481	24.43
Balance	(1,574,698)	0	(1,188,278)	0	1,188,278	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Workforce Investment Act in the Appendix on page A154

Highlights of Key Trends:

- Orange County's diverse workforce helps to maintain its low unemployment rate (3.6%) compared to the rest of the State (5.4%). However, its large high tech economy requires an increasing level of workforce skills and specialization which is currently not being developed

locally. The Special Programs Division uses Federal WIA funds to operate two regional "One-Stop" centers in partnership with several other agencies and organizations, which provide skill development programs to match Orange County job seekers with employers.

147 - HGI BIO TECH GRANT

Operational Summary

Description:

Provide funding for job training of local incumbent workers in the biotech industry to enhance and upgrade their skills for promotion to higher level positions. When these workers are promoted, subsequent vacant positions could then be filled with less skilled unemployed workers.

Strategic Goals:

- Provide funding for job training of local incumbent workers in the biotech industry to enhance and upgrade their skills for promotion to higher level positions, and when these workers are promoted, subsequent vacant positions could then be filled with less skilled unemployed workers.
- Provide funding for basic skills training of local dislocated and entry-level workers as potential hires in the biotech industry that establishes a foundation of core competencies from which to continue industry-focused training in biotechnology or health care occupations.

Key Outcome Indicators:

Performance Measure	2005 Business Plan	2006 Business Plan	How are we doing?
	Results	Target	
COMPARE EXISTING AND PROJECTED DEMAND OF JOBS AGAINST THE SUPPLY OF WORKERS IN THE COUNTY. What: This indicator measures demand for jobs against supply. Why: It measures OC's workforce system efficiency in matching current and future job supply w/employer demand.	Not Applicable. This fund was established in FY 2005-2006.	* Train 225 participants * 80% of participants receive wage/salary increases* Average wage/ Salary increase received is 4% * 5% of participants receive career advancement or promotion.	The unemployment rate in Orange County was 3.7% in November 2005 which continues to be below both California's unemployment rate of 5.1% and the national unemployment rate of 4.8% during the same period. Job seekers are able to find unemployment in Orange County diverse economy.

FY 2005-06 Key Project Accomplishments:

- Reduced the Workforce demand and supply gap from 90,700 to 88,700.

HGI Bio Tech Grant - To provide various job match and skill development services to Orange County's unemployed which increases retention, and earnings of participants, and reduces unemployment and welfare dependency.

Budget Summary

Changes Included in the Recommended Base Budget:

This is a new special revenue fund established in November, 2005 to support a new job training program in the biotech field. This program is funded by a grant awarded under the President's High Growth Job Training Initiative.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	0	1,000,000	380,250	1,000,000	619,750	162.98
Total Requirements	0	1,000,000	370,000	1,000,000	630,000	170.27
Balance	0	0	10,250	0	(10,250)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: HGI Bio Tech Grant in the Appendix on page A155

15H - CALHOME PROGRAM REUSE

Operational Summary

Description:

To separate and track repayments of CALHOME loans, which are reused and loaned out to qualified homebuyers for CALHOME improvement projects. The CALHOME program provides grants and loans to qualified buyers and homeowners for home purchases and residential improvement projects which facilitate neighborhood preservation and rehabilitation.

Strategic Goals:

- Enhance the livability of the County's unincorporated and participating neighborhoods.

Key Outcome Indicators:

Performance Measure	2005 Business Plan	2006 Business Plan	
	Results	Target	How are we doing?
MEASURE THE LEVEL OF COMMUNITY SATISFACTION WITH NEIGHBORHOOD IMPROVEMENT AND REHAB PROJECTS. What: Includes grants and loans for home improvement projects. Why: Home improvement increases the safety and livability of our unincorporated neighborhoods.	HCS provided 9 grants for over \$100,000 for home rehabilitation projects.	HCS will complete at least 6 projects providing over \$110,000 to the community.	HCS is on track to use the total grant amount of \$300,000 by December, 2006.

FY 2005-06 Key Project Accomplishments:

- HCS anticipates a good or better customer satisfaction level in at least 70% of residential rehabilitation projects completed.

CalHome Program Reuse - To separate and track repayments of CALHOME loans, which is reused and loaned out to qualified homeowners for CALHOME improvement projects. The CALHOME program provides grants and loans to qualified homeowners for home improvement projects as well as to preserve home values and reduce blight.

At a Glance:

Total FY 2005-2006 Projected Expend + Encumb:	280,250
Total Recommended FY 2006-2007	322,887
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Plan for Support of the County's Strategic Priorities:

County's neighborhood improvement continues to be one of the County's priorities as it helps the efforts to annex the County's unincorporated islands.

Changes Included in the Recommended Base Budget:

This is a new special revenue fund established in November 2005 to separate and track CALHOME repayment loans. This program is funded by a grant from the State of California and funds must be used for CALHOME eligible activities.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Projected Percent
Total Revenues	0	1,000,000	603,137	322,887	(280,250)	-46.47
Total Requirements	0	1,000,000	280,250	322,887	42,637	15.21
Balance	0	0	322,887	0	(322,887)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: CalHome Program Reuse in the Appendix on page A177

Highlights of Key Trends:

- HCS continues its goal of improving the livability of the County's unincorporated neighborhoods.

15U - STRATEGIC PRIORITY AFFORDABLE HOUSING

Operational Summary

Description:

Fund 15U supports the development of affordable housing and housing activities for low-income persons through the expenditure of excess proceeds from the sale of a portfolio of single-family mortgages in Orange County.

Strategic Goals:

- Increase and preserve affordable housing opportunities, especially for those most in need.

Key Outcome Indicators:

Performance Measure	2005 Business Plan	2006 Business Plan	
	Results	Target	How are we doing?
REDUCE PERCENT OF AFFORDABLE HOUSING OPPORTUNITIES NEEDED PER THE REGIONAL HOUSING NEEDS ASSESSMENT What: Affordable Housing Opportunities include creating new and preserving existing affordable housing units. Why: Increasing affordable housing opportunities will help bridge the gap in the OC housing market.	HCS saw 4 grand openings of affordable housing projects and three ground-breakings.	HCS will continue with the NOFA process and will issue one NOFA for \$5 million.	Since 2000, ground has been broken for the development of over 1,600 affordable units. HCS expects to produce over \$336 million of affordable housing construction with a County investment of \$30 million.

FY 2005-06 Key Project Accomplishments:

- Provided partial funding for a new affordable housing rental project in FY 05-06 which resulted in 156 new affordable housing units.

Strategic Priority Affordable Housing - This fund facilitates the expenditure of Single Family Housing funds that are dedicated for the creation and preservation of affordable housing in Orange County.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Affordable housing development continues to be one of the Board of Supervisors' Top 10 Strategic Priorities. HCS continues to explore and commit all eligible funding to increase affordable housing opportunities in the County. Currently, HCS has allocated over \$30 million for affordable housing devel-

opment in Orange County from Federal HOME and CDBG monies, Redevelopment funding and Housing Authority Operating Reserves. HCS will continue to solicit and support affordable housing projects through Requests for Proposals (RFP) and Notice of Funding Availabilities (NOFA). The goal of the RFPs and the NOFA process is to promote the development of permanent affordable rental housing for Orange County's very-low and low-income households by providing favorable financing.

Changes Included in the Recommended Base Budget:

Fund 15U was created in FY 02-03 to separate and account for \$5 million allocated to HCS from excess proceeds from the sale of a portfolio of single family mortgages. The FY 06-07 budget is approximately \$1.4 million less than FY 05-06 which is due to the funding of completed affordable housing projects and the draw of the initial \$5 million.

Proposed Budget History:

Sources and Uses	FY 2004-2005	FY 2005-2006	FY 2005-2006	FY 2006-2007	Change from FY 2005-2006	
	Actual	Budget As of 3/31/06	Projected ⁽¹⁾ At 6/30/06	Recommended	Projected Amount	Percent
Total Revenues	4,811,188	4,719,156	4,719,156	2,689,823	(2,029,333)	-43.00
Total Requirements	92,032	6,060,697	2,157,333	2,689,823	532,490	24.68
Balance	4,719,156	(1,341,541)	2,561,823	0	(2,561,823)	-100.00

(1) Requirements include prior year encumbrance and expenditures. Therefore, the above totals may not match FY 2005-06 projected requirements included in "At a Glance" (Which exclude these).

Columns may not total correctly due to rounding.

Detailed budget by expense category and by activity is presented for agency: Strategic Priority Affordable Housing in the Appendix on page A184

Highlights of Key Trends:

- Over the past decade, the County has experienced a shortage of affordable housing which is impacted by a variety of factors including the availability of land, affordable housing funds, political will, and the real estate market. The development and preservation of affordable housing is challenged by rising housing costs, lack of appropriately zoned land, increased mar-

ket demands, and community resistance which combine to shrink the supply of affordable housing units and price low income residents out of the market. Despite these factors, HCS will continue to pursue its goal of increasing and preserving affordable housing opportunities for lower income Orange County residents.

9A0 - PUBLIC FINANCING PROGRAM (PGM II)

9A1 Major Activities

* The purpose of these funds is to construct facility improvements, address funding and expenditure activity, and provide for administrative expenses of the Orange County Development Agency (OCDA) and the CEO Single Family Housing Fund.

9A1 Funds

Agency Number	OCDA + CEO Single Family Housing	FY 2006-2007 Appropriations	FY 2006-2007 Revenue
15A	OCDA Santa Ana Heights 1993 Bond Issue	\$ 9,613,400	\$ 9,613,400
15B	CEO Single Family Housing	2,227,841	2,227,841
15E	OCDA/Santa Ana Heights 1993 Low & Moderate Income Housing	163,914	163,914
171	OCDA Low & Moderate Income Housing (Santa Ana Heights)	18,402,434	18,402,434
173	OCDA Santa Ana Heights - Surplus	15,945,942	15,945,942
411	OCDA (NDAPP) Projects, 1992 Issue A	795,303	795,303
412	OCDA (NDAPP) Low/Moderate Housing 1992 Issue A	2,902,308	2,902,308
413	OCDA (NDAPP) Projects, 1992 Issue B	320,379	320,379
414	OCDA (NDAPP), 1992 Issue B, Low/Moderate Housing	2,569,671	2,569,671
425	OCDA Neighborhood Preservation & Development - Construction	521,437	521,437
428	OCDA (NDAPP) - Surplus	2,370,625	2,370,625

